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- [2007 Press Releases](#)

# Inaugural Address

January 17th, 2007

Thank you Senator Mikulski for your kind introduction.

I would like to begin by thanking my wife Katie and our children Grace, Tara, William and Jack. You make everything possible. And I love you very much.

To our Lt. Governor Anthony Brown, it has been one of the great pleasures of this last year getting to know you, Patricia and your children – and I look forward to serving the people of our state together.

To my Mom and brothers and sisters – thank you so much for everything – I know, in a sense, Dad is here too.

To Joe and Barbara Curran – your decency and your kindness have set a standard for public service in our state. Katie and I will strive to live up to your stellar example.

To Governor and Mrs. Ehrlich – thank you for your service to the state of Maryland.

To Ambassador John Bruton of the European Union and Ambassador Noel Fahey of Ireland – we're honored by your presence and eager to build closer business and cultural ties with Ireland and Europe.

Madame Speaker, members of Maryland's congressional delegation, District of Columbia Mayor Adrian Fenty, mayors of the municipalities of Maryland, President Miller, Speaker Busch, members of the General Assembly, county and other local elected officials, Chairman Dean, and Chairman Lierman, my fellow Marylanders... Thank you for coming together today to mark a new day in Maryland. And thank you for the work we will do together to make our state stronger... Stronger, together, as One Maryland.

- One Maryland united by our belief in the dignity of every individual.
- One Maryland united by our responsibility to advance the common good.
- One Maryland united in our understanding that there is a unity to spirit and matter, and that what we chose to do in our own lifetimes does matter.

Today, with great humility and resolve, we gather on the steps of our historic Statehouse where, in 1783, General George Washington resigned his command of the Continental Army.

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He willingly turned over his sword of command and submitted to the collective will and wisdom of the representative democracy of his neighbors and countrymen.... Willingly pledged his allegiance to a system of governance whose very survival depends on our respect for one another... depends on the virtue of compromise... depends – in every generation – on our ability to find common ground to advance the common good.

At a time marked by great peril and great possibility, General Washington – Citizen Washington – opened another chapter of the American Revolution, here in Maryland, by choosing a better, stronger future.

## **PERIL AND POSSIBILITY**

My friends, like Washington, we find ourselves living here in Maryland during another time marked by peril and possibility.

Some of the perils we face – budget deficits, polluted waters, drug addiction and crumbling infrastructure – are of our own recent making. Other perils, like global warming, the global economy, global terrorism, and global migration, are powered by additional forces – many of which are seemingly beyond our reach. But all of these perils demand that we take responsibility to defend and to advance our common good.

We have choices to make, as One Maryland. Choices about our shared future. Choices between the perils and possibilities of our present. Already possessing the strength, we must now find again the will... the will to make a better, stronger future for our children and theirs.

For against the peril of terrorist threat and the incessant foreign chemical attacks of cocaine and heroin, we have the possibility of improving our homeland security efforts... making our port a leader... the possibility of using our technology and talents to deter and prevent attack... and the possibility of reforming our public safety institutions to save lives. Maryland is one of America's wealthiest states; it's time to make us one of America's safest and most secure.

With family paychecks imperiled by pressures of the global economy and too many manufacturing jobs heading overseas, we have the possibility of building a new creative economy in Maryland based on science, security, technology and healing – while also protecting our farmers, watermen, small towns and Maryland traditions.

We have the possibility of building an economy based on the talents, skills and brainpower of the people of Maryland. Yes, we have the possibility of joining with our neighbors in the District of Columbia and Virginia to form a powerhouse regional economy capable of competing and winning on the world stage.

In the face of rising energy costs, and electric bills and the peril of our addiction to foreign oil, we have the possibility not only of restoring the regulatory framework of our State, but we also have the possibility of becoming a world leader in the development of clean and renewable energy, alternative fuels, green building technologies and cleaner burning cars.

With the Chesapeake Bay's very survival imperiled by poorly planned sprawl and a multitude of other manmade ills – from storm water runoff to broken sewer systems –

we have the possibility of rescuing this natural jewel... of fusing science, government and personal responsibility together to expand buffer zones, cover crops, open space and oyster beds... and of harnessing the growth that is coming to rebuild our cities and towns. Together, we will preserve our quality of life and the Chesapeake Bay...

With our children's economic future imperiled by an inadequate national system of education that is producing too few science, technology, engineering and math graduates, we have the possibility, in Maryland, of building the best system of public education in the country from K through 12 to college and beyond. Where working parents will never have to tell their children: "There is no way our family can ever afford college." The opportunity of college should be affordable to all...

With the soaring costs of healthcare imperiling the health of working families and threatening the solvency of responsible small businesses throughout Maryland, we have the possibility of rolling up our sleeves and finding ways to expand the affordability of healthcare coverage for our people. Working parents shouldn't have to go begging with a tin cup if their children fall seriously ill.

## **TAKING RESPONSIBILITY**

In so many ways – healthcare, education, transportation, public safety – we live in a time framed by peril and possibility, but defined, ultimately, by the responsibility we take through our own actions to choose a better, stronger Maryland.

As of this moment, honoring your trust, I take responsibility, as one person, for doing all that I can to make your government work again. I take responsibility for restoring our regulatory framework so that your government can stand up to powerful, wealthy special interests when they try to profiteer on the backs of the working people of our state.

I take responsibility for doing all that I can to make your government open, transparent and accountable. I take responsibility, as one leader, for never trying to divide our people by race, class, religion or region. I take responsibility, as your governor, for setting a tone of mutual respect inside the halls of government – and for working with leaders of both Parties to find common ground to advance the common good.

But there are things for which each of us must take responsibility, as individuals, otherwise the work of our government will be futile. Safe neighborhoods. A strong and growing middle class. Educational achievement. Financial fairness. Protecting God's creation. Caring for the sick. Responsibility for ourselves, our families and our neighbors. These are the things for which each of us must take responsibility.

## **ONE MARYLAND**

As we rise as One Maryland to meet the perils and possibilities of our own times, we do so knowing that Maryland's strengths are more than equal to the challenges before us.

The decisions we make for the greater good sometimes will require sacrifice. For too long, the capitals of our nation and states have acted as if our people had, somehow, lost the capacity to sacrifice and to make difficult choices. But "to govern

is to choose.” And in order to harness opportunity and meet our security challenges, we must choose to take responsibility for our shared future.

In our One Maryland, progress is always possible; and, together we can make real progress – as we have before – with respect for one another, with truth about ourselves and the problems we face, and faith in our ideals as a people.

And in so choosing, we can, once again, lead our country into yet another chapter of the American Revolution – a revolution based on the dignity of the individual and powered by our shared responsibility to advance the common good.

So let us begin anew in our State, where all things are possible and where progress is every citizen’s responsibility.

In One Maryland, where we move forward together.



Tags: [annapolis](#), [inaugural](#), [inauguration](#), [state house](#)

[Return to main discussion page](#)

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- [2008 Press Releases](#)
- [2007 Press](#)

# FY 2008 Budget Press Conference

January 18th, 2007

First, I want to thank all of the people who worked on this budget. There are a lot of good people doing important work in our State government – people like our Budget Secretary Eloise Foster, who are coming in with our Administration, and people who have worked for years to make Maryland a better state. Thank you for your good work.

Our State budget is one of the clearest reflections of our values as a state. We have limited financial resources, and we are forced to make choices. And we submit this budget – after having been in office since yesterday – knowing full well that we cannot accomplish everything we want in the first year – that's why they give us four years.

The story of this budget is straightforward:

We are funding our state's priorities in a fiscally conservative budget that is growing at less than the rate of inflation – by just 2.5% – recognizing the \$1 billion budget deficit challenge we face next year.

### Responsible Fiscal Management

Structural budget problems require structural solutions. And the first step when you're in a hole is to stop digging. So we are reducing the rate of spending growth.

This year's 2.5% budget growth represents a smaller increase than 9 of the last 10 budgets – and is much less than last year's 12% increase.

This budget increases by less than the Spending Affordability limit set by the General Assembly.

And we are closing this year's \$400 million gap by containing spending. We are not proposing any new taxes.

We're also saving for the future – with \$674 million in the Rainy Day fund and \$100 million for future retiree health care costs – to preserve our AAA bond rating.

Within this tight budget, we are investing in our priorities in education, public safety, the environment, health, jobs and economic growth, and transportation.

### Total Budget Pie Chart

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As you can see the budget is focused primarily on those priorities.

25% for health, 22 percent for K-12 education, 15% for higher education, 13% for transportation, and human resources, public safety and the environment.

### **Capital Budget Pie Chart**

The capital budget is focused heavily on education, health, the environment, public safety and economic growth – as well as transportation.

All of these investments are intended to make Maryland stronger and to increase the opportunities available to our citizens – from childhood through retirement.

### **Education**

In K-12 education, as you've all reported, we will keep our promise to invest \$400 million in school construction – to make up for the years when the state fell short in that responsibility.

This year's \$680 million boost in educational funding – with the final year of the Thornton reforms – represents the largest increase for education in Maryland's history. And we will work with the General Assembly to pass legislation phasing in the GCEI formula, starting next year.

We also are investing in improving teacher pensions. We need to make clear that we value the work of Maryland's educators – so we can retain the best teachers for our children.

### **Higher Education**

In higher education, we are taking the first step to make a college education more affordable. We've put funding in the budget to enable an in-state tuition freeze – to give parents and students a breather after the large increases of the past few years. And we will work with the General Assembly to find a long-term solution to college affordability.

We're increasing community colleges funding by 18% – plus we're making the biggest capital investment ever in our community college campuses. Community colleges are a critical link to opportunity for many families. We need to recognize the contribution they make to our economy.

We're increasing funding and financial aid for Maryland's Historically Black Colleges and Universities – and building long-needed projects.

And we are increasing support for our research institutions – and science, technology, engineering and math programs – to help build Maryland's economic future.

### **Public Safety**

In public safety, we're making our prisons more secure – with new facilities, 155 more correctional officers, and investments in security cameras and equipment.

We're improving monitoring of sexual offenders with global positioning systems

tracking – and providing local law enforcement with funding to do a better job.

We're tackling the shameful backlog of DNA samples – to help ensure that criminals who commit violent crimes are taken off the street as soon as humanly possible.

And we are investing in treatment and mental health services in the Department of Juvenile Services.

## **Environment**

We're investing to protect and improve our environment... Restoring the Chesapeake Bay by improving wastewater plants and septic and sewer systems. And we're increasing our investment in planting cover crops – one of the most cost-effective ways to improve the health of the Bay.

We are fully funding land preservation – Program Open Space, Agricultural Land Preservation and the Rural Legacy program.

And recognizing that our farmers are among the best stewards of our land, we are investing in the Agricultural Cost-Share Program – to support best management practices. We are increasing soil conservation services funding. And we are tripling the State's investment in the Maryland Agricultural and Resource-Based Industry Development Corporation (MARBIDCO) – to support innovation.

## **Health**

To improve our state's health and expand our leadership in science and healing, we're investing an additional \$25 million in stem cell research – \$10 million more than last year.

We are expanding our efforts to serve seniors, helping 39,000 older Marylanders with prescription drug costs.

We are restoring funding to care for legal immigrant mothers and children.

We are increasing drug treatment funding by \$5 million.

And we are boosting reimbursement for doctors and mental health providers – and improving community health facilities – to strengthen Maryland's healthcare system.

## **Transportation**

As we undertake a comprehensive review of Maryland's transportation system, we are investing \$1 billion in roads across the state.

We're investing in transit – to get cars off the road and reduce traffic.

We're investing in dredging to make the Port of Baltimore more competitive.

And we are upgrading Thurgood Marshall BWI Airport – to support an important economic engine for our state.

## **Jobs and Economic Growth**

And finally, we are making strategic investments to continue Maryland's economic

growth – and expand opportunity for our neighbors in every jurisdiction.

We're investing to support small and minority business entrepreneurs – who represent a dynamic, growing segment of our economy.

We're investing in bringing broadband service to rural communities – 26 Eastern Shore communities – to support employers and new jobs.

And we're supporting technology transfer and incubator programs to help companies develop the new ideas they will build our economy.

## Structural Deficit

In short, we are investing in our priorities. But given our State's unaddressed structural deficit, not everything we want to do is possible. This was a difficult budget. And next year's will be more so – as will the years that follow.

There is the temptation to say – well, there's always a structural deficit, and it always gets solved. But the magnitude of the problem is growing exponentially.

The \$1 billion that was talked about as an overwhelming two-year problem a few years ago, is now what we will face in each of the next four years.

That's why we are starting with just 2.5% budget growth – less than the rate of inflation, and lower than 9 out of the last 10 budgets. It's time to begin turning this situation around.

Over this coming year, we will be making difficult decisions as we review every agency in government. And we will begin immediately to implement StateStat – to make sure our government is as cost-effective and accountable as possible.

Restoring fiscal responsibility to our state will not be easy. It will require sacrifice and honesty in facing Maryland's challenges. And it will require that we begin – this year – on the structural reforms needed to deal with our structural deficit.

But we approach this task knowing that Maryland's strengths are more than equal to the challenges before us. And we look forward to working with the General Assembly to complete this budget – and to make progress as One Maryland.



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Tags: [budget](#), [dbm](#)

[Return to main discussion page](#)

« [O'Malley Introduces FY '08 Budget](#)

[Governor O'Malley Chooses Secretary For Department Of Public Safety And Corrections](#) »







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# Mountain Maryland PACE 2007 Legislative Breakfast

January 26th, 2007

Thank you all for having me here this morning. I hope every one had a great time last night.

Senator, thank you for the introduction and thank you for being such a strong voice for the people of Mountain Maryland.

I also want to congratulate you on your move to the Senate.

I also want to thank all of our great delegation from District 1 – Kevin Kelly, LeRoy Myers, Wendell Beitzel... and everyone from Mountain Maryland – David Moe, Robert Smith, Al Feldstein – who made this very important day possible.

To our business leaders, thank you for choosing to do business in our State and for choosing to invest in our communities.

Someone once said, “Wherever you see a business, someone once made a courageous decision.” So thank you for your courage and for your advocacy.

Part of me wishes we could be meeting in Cumberland or Oakland. I think the weight of the world just lets go once you cross the Cumberland Gap.

And, I learned – over the course of the campaign – that Cumberland is the place to be on Fridays after Five. But, I want to thank you for your willingness to come here and raise very important issues.

I really look forward to working with all of you as we take on some of the very tough challenges facing our State.

We have a great team. I'd like to point out Josh White, our Director of Intergovernmental Affairs, who is also here this morning. Please know you can always reach out to Josh or me in the months and years ahead.

I hope you'll be patient with us as we do the very hard and important work of making your government work again.

## Government Can Work

I'm a firm believer that since – at the end of the day, all of us have to pay for

## Releases

government anyway, it should actually work.

It isn't very flashy – we usually don't grab headlines when government is working the way it should... but we always know when it isn't.

So I ask for your forbearance as we work very hard to become a little less news-worthy.

But, I also ask for your help. We need your strong leadership and the strong leadership of organizations like this one, which understand that we are all in this together.

It's that spirit of One Maryland that calls us to work together, in a spirit of compromise and collaboration, toward our shared goals.

There are very few states with the tremendous assets and opportunity that we have in every single city and county.

And I pledge to you that I will do everything in my power to preserve and strengthen our foundation in Mountain Maryland.

And to harness the opportunity of our growing and expanding economy, our historic beauty and traditions, and our high quality of life.

I think we are off to a good start. We had 3 days to put together a budget and legislative agenda.

### **Strengthening Western Maryland**

Really, we been working on it over the last few months and I think we have made some significant strides.

Right now, we have a great opportunity to move forward with McMullen Highway – protecting our Transportation Trust Fund and strengthening our regional economy with our neighbors in Pennsylvania and West Virginia.

We are taking steps in our legislative agenda to make health care more affordable – advancing a small business insurance exchange.

We are investing in our greatest strengths – the brainpower and creativity at Frostburg University and Garrett College – with new communication and community centers.

We are also committed to expanding the opportunities afforded by college to more students and growing our skilled workforce.

And we are preserving our heritage – protecting our forests, respecting the integrity of Program Open Space, and promoting tourism.

In fact – just yesterday – the Appalachian Regional Commission approved dollars to improve and expand our kiosk project – connecting visitors with businesses and opportunities.

But, we are not done. We have a lot of work ahead of us... and a lot of challenges.

I know that we see the dark clouds of structural deficits on the horizon. But that tells us – not so much what we can accomplish – but how quickly we can get there.

## Conclusion

At the end of the day, our western counties have always been places of adventures, of renewal – but they also have been one of our greatest strengths.

They have provided the foundation – with enormous resources and an indomitable work ethic – for so much of our growth and development. And it's our privilege to be stewards of that tradition today.

Together, with hard working folks at the DBED, Planning and Agriculture... we are going to continue our progress – improving our regional partnership, strengthening our mining and manufacturing industry, and revitalizing our cities – while advancing toward the opportunities of bioscience, security and technology.

And, in the process, we are going to move our entire State forward. Because we understand that what's good for one part of our State is good for our entire State. That we are all in this together.

So, I really look forward to working with you, in partnership, to find the common ground and advance the common good.

Thank you very, very much for having me here this morning and for everything you're doing for our State.



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Tags: [breakfast](#), [mountain](#), [pace](#), [western maryland](#)

[Return to main discussion page](#)

« [Statement By Governor Martin O'Malley on Bowling Brook Tragedy](#)  
[2007 State of the State Address](#) »

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- [2007 Press](#)

# 2007 State of the State Address

January 31st, 2007

To my wife Katie and our kids, to my mom Barbara O'Malley, and to Joe Curran, one of the great public servants in our state's history, thank you all very much for being here and thank you all for your support.

Mr. President, Mr. Speaker, Chief Judge, Mr. Attorney General, Mr. Comptroller, Madame Treasurer, my colleagues in government of the Maryland General Assembly, my colleagues in county and municipal government, my fellow citizens and friends.

Today, we assess our strengths and weaknesses and set out an agenda for making progress towards our shared goals.

Because of the values that we share as Marylanders fortunately, I think you will agree that there is a tremendous amount of consensus around the timeless goals that together we choose to pursue as a State:

## Releases

- To strengthen and grow our middle class and our family owned businesses and our family farms.
- To improve public safety and public education in every part of our state.
- And, to expand the opportunities – the opportunities of learning, of earning, of enjoying the health of the people that we love, as well as enjoying the health of the land, the water, the environment that we love – to more people rather than fewer.

### A Strong State

These are our goals, and fourteen days into the four years that the people of our State have given to us to make progress, I am glad to join you today and report that thanks to the hard work of our fellow citizens for decades, maybe even indeed centuries past – and despite the drift of recent years – the state of our state, today, is strong.

Today, Maryland is the 2<sup>nd</sup> wealthiest state in the union. Today, our institutions of scientific and healing discovery – known throughout the world – are among the largest recipients of research grants in the nation. And today, we are blessed with a variety of natural beauty, of land and water, that is unrivaled in any state our size.

But, you know, in many ways, for all our achievements and for all of our blessings, we are also a state of extremes, aren't we?

- A strong state with a huge looming structural deficit.
- A strong state with a violent crime rate that is one of the highest in the nation.
- A strong state where yet the number of uninsured Marylanders has reached 800,000, as increasing numbers of small businesses find it financially impossible to cover their employees healthcare costs.
- A strong state where more and more hard-working families are finding that college education, for their children here in our State, is slipping out of reach.

Yes, we are a strong state, today. But not as strong as we should be – and certainly not as strong as our country needs for us to be.

E.B. White once wrote that we are torn by two powerful drives: The desire to enjoy the world and the urge to set it straight. And so it is with Maryland. We know that to sustain those things which we so love about our state – our Bay, our neighborhoods, our places of higher thought, our quality of life – we must set things straight or they will be irreparably harmed and perhaps in some cases, forever lost.

We have consensus around the goals we share. Now it is our job to forge consensus around the obligations that we must meet in order to sustain progress toward those goals.

### Strengthen and Grow Our Middle Class

To strengthen and grow our middle class – especially as we face our budget challenges – it is time to apply our strengths to solving the problems of our day. Time to apply our strengths to addressing our weaknesses – if you will.

Time to improve public education at all levels. Time to simultaneously improve public safety and homeland security. Time to extend health care coverage to more

hard-working Marylanders. Time to conserve, protect and improve the environmental health of the Chesapeake Bay watershed. Time to strengthen women and minority owned businesses in our state where our diversity is our strength. Time to advance and realize a statewide vision for transportation that includes mass transit, as well as roads. Time to stand up again, when necessary, to powerful wealthy special interests whenever they try to profiteer on the backs of the working people of our State.

## **Making Our Government Work Again**

And my friends, since all of these endeavors will require a working government, let us first resolve to make our government work again.

Facing structural deficits amounting to more than \$4 billion in the years to come, I ask you to approve a rate of growth in this year's budget that is just 2.5% – now that is lower than the rate of inflation, and it is lower than last year's 12% rate of growth in government spending, and it is lower than 9 of the last 10 state budgets.

I also ask for your support in confirming the best leaders we can possibly find to run the very complex and costly departments of our government. Lieutenant Governor Brown and I are very grateful for your patience, President Miller, as we assemble a professional cabinet with the ability, the expertise, and the professionalism to work with each member of this Assembly – regardless of party.

And in order to make our government work with greater efficiency and effectiveness, we will be implementing StateStat. What is that? It is a system of open and transparent administration that actually sets goals and has guts to measure progress towards achieving those goals. All of that with relentless follow-up.

In order to make our government work more effectively, I also ask for your cooperation in creating a new sub-cabinet on Base Realignment and Closure (BRAC) chaired by Lieutenant Governor Brown . You know, in trying to get our heads around the challenge of the sort of growth that is coming to us because of BRAC, imagine this: We are going to be absorbing some 25,000 households in the State of Maryland, just because of BRAC, in just a few short years. Which is about the equivalent of having to absorb the city of Bowie in a very short period of time.

But, Maryland has been called upon to play a bigger and more important role in the defense of our nation. I mean that's why we are growing because of BRAC is because our country's security needs for us to grow around these institutions. And so we have to bring a greater coordination and cooperation to this effort. And our State government must work much more effectively with our county governments – to defend our quality of life in Anne Arundel, in Frederick, in Montgomery County and Harford and all other counties affected by BRAC – while we answer America's urgent security needs.

In order to make our government work, I will also be asking for your cooperation in elevating the importance of information technology in the management of our state government. This will mean better coordinating of IT functions and creating, for the first time, a cabinet level Department of Information Technology.

And in order to make our government work, we must also restore the regulatory

framework of our state government. Which means that to protect consumers and to restore stability and predictability for businesses, we now have an opportunity to put professional regulators back on the job at our Public Service Commission.

And by making our government work, my friends, we are also going to start making regular, measurable strides towards increasing the participation of minority and women-owned businesses in the economy of our State. With a government that works, we are going to build around the competitive economic strengths that we have in this great State in science, and technology, and security and increasingly renewable energy and green buildings to expand earning opportunities for all our citizens.

## **Improving Public Education and Public Safety**

But, you know, beyond the means – the means – of having a working government are the goals, right? The reasons why all of us come here. The reason why our colleagues work so hard in local government. The goals of improving public safety and public education – the very foundations of strong neighborhoods, strong counties and cities, and a stronger and growing middle class.

So to improve public education in every part of our State:

- I ask for your support for the final year of Thornton school funding – the largest single year increase in Maryland history for education, with an additional \$580 million in funding for local school systems;
- I ask you to pass legislation, this year, that will codify our State's commitment to phase in funding for the Geographic Cost of Education Index, beginning next year;
- I ask that, together, we start the long process of getting our children out of the temporary learning shacks that have been popping up behind every school in our state – and please approve the record \$400 million in school construction dollars proposed in this year's budget.
- On Education, I ask that you support in this year's budget, two very connected things. One is an increase in our investment in our institutions of higher learning by \$192 million, including an 18% increase for Community Colleges.

And along with those investments, I ask for your support, this year, of SB 108 and HB 134 to freeze any further increase in tuition, this year, for in-state students. Now my colleagues, we all know that this is a short-term fix, but hopefully there is a longer-term fix that is coming and this will give families some relief, after all of the increases they've seen, while Lieutenant Governor Brown works with the Hogan Commission, led by Senator Hogan, on a long-term solution to keep higher education affordable for working people of our State. Working families must be able to send their children to Maryland colleges.

Let's talk a little bit about Public Safety and Homeland Security. And when it comes to improving Public Safety and Homeland Security, we most definitely have our work cut out for us.

Our Department of Corrections, Parole and Probation, and Juvenile Services – despite dedicated public employees throughout those various entities – are deeply

troubled. All are in urgent need of reform and they have been for some time. It is little wonder that Maryland is the 5<sup>th</sup> most violent state in the union.

Now, compounding that challenge is the relatively new historic fact that our nation's capital is now – and for the foreseeable future will be – a prime target in this new type of global warfare.

Among other things, I ask for your support this year for an additional \$7 million dollars in this year's budget to fund 155 additional correctional officers. I also ask for your support for \$2 million additional dollars to protect Maryland families from sexual predators, with advanced Global Positioning Systems that track offenders and give law enforcement, as well as families, a heads up to protect their own children.

I ask for your support also for an additional \$500,000 for the Maryland State Police. This will allow them to knock out the huge backlog of violent offenders from whom a DNA “fingerprint” – if you will – has yet to be taken. And therefore, crimes are going unsolved because we have not taken advantage of the technology and the laws which you yourselves passed a few years ago that would allow local police department to solve more rapes and murders and violent crimes. It's a half million dollars and it will be well spent. And I finally ask for your support for an additional \$5 million to expand drug treatment through the increased use of recently approved buprenorphine therapies that can free our neighbors of the scourge of addiction.

And let me say also that I am looking forward to working with the members of both houses, with the House and the Senate, as well as our local police departments and our local state's attorneys, many of whom are here with us today to we find new ways that we can come together to attack our common enemies of gang violence, drug addiction and violent crime.

In order to make Maryland a leader in improving Homeland Security, I would propose the following:

- We are going to constitute a new Maryland Security Council to bring all of the relevant agencies and departments into the prevention, preparedness and recovery regimen on a quarterly basis. And we are going to quickly obtain a professional and thorough assessment of Maryland's true level of homeland security and emergency preparedness, not just so we can benchmark, but more importantly, so we can start producing those security deliverables that our people's safety demands;
- We are going to pursue cooperation of our neighbors in the District of Columbia and in the State of Virginia – as well as our respective congressional delegations – to secure an expanded federal definition of the National Capital Region for homeland security planning and funding purposes.
- I have directed our Transportation Secretary to formulate a plan of action that will lead to the Port of Baltimore becoming the best inspected and most secure port in the United States of America.



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[Return to main discussion page](#)

« [Mountain Maryland PACE 2007 Legislative Breakfast](#)  
[Agricultural Council Annual Dinner](#) »

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# Agricultural Council Annual Dinner

February 1st, 2007

Thank you for inviting me here tonight.

Congressman Gilchrest – thank you for that kind introduction and for your consistent leadership on behalf of our farmers and in the fight to improve the health of the Chesapeake Bay. I look forward to working with you to make Maryland an environmental leader.

I also want to thank Dave Miller, Faith Rossing and so many others from the Maryland Agriculture Council for hosting us tonight. And for giving us an opportunity to recognize two of our outstanding Maryland families – the Dell family and the Malkus family.

Your dedication and your stewardship have set a standard in our State, and I want to thank you for your heart and your stellar example.

It is truly a privilege to be here among hundreds of farmers from across Maryland.

## Challenges and Opportunities

Thomas Jefferson once wrote, “Cultivators of the earth are the most valuable citizens. They are the most vigorous, the most independent, the most virtuous, and they are tied to their country and wedded to its liberty and interests by the most lasting bands.”

Sadly, in the last few years, those “lasting bands” have been stretched to the breaking point by tremendous challenges – from the pressures of development to the dwindling availability of open, affordable farmland.

And from the graying of the agricultural community to the growth of foreign competitor markets.

You have watched as suburban sprawl makes its way further into our countryside. In some instances, you’ve had your very “right to farm” called into question.

These are not easy times for our farmers.

But while we face many challenges, we also have tremendous opportunities. What opportunity?

## Releases

The opportunity to strengthen and grow our small businesses and family owned farms.

The opportunity to protect and preserve our farmland and open space

The opportunity to empower our young farmers cultivating their own futures on the strength of our past.

And, the opportunity to enjoy the health of Chesapeake Bay for generations to come.

We have our work cut out for us.

And, it doesn't help that the dark clouds of fiscal deficits are haunting our horizon. (You know a long campaign is over when instead of budget surpluses, the papers are printing horror stories of budget deficits)

But, while we can't make perfect, we can always make progress. And we have no better example than that of our leaders here tonight.

### **The Strength of our Leaders**

Secretary Lewis Riley – a guiding force in Maryland agriculture for years – has given us much of the strength we have to build on today. Because of his hard work, 90% of our farms have developed and implemented nutrient management plans. And, 300,000 acres of farmland have improved their sustainability with cover crops.

Mr. Secretary, we not could ask for more dedicated public servant. And, we wish you all the best in your retirement.

We also have the strong voice of the Maryland Farm Bureau and the leadership of Buddy Hance to help us move forward. Buddy – I look forward to working very closely with you and the Farm Bureau in the years ahead.

Finally, over the last several months, we have had the distinct advantage of a very talented and experienced transition team.

Our former Agriculture Secretary Hagner Mister and Lucie Snodgrass led this very important process.

But they could not have done it without the broad cross section of grain and dairy farmers, cattlemen and nurserymen, industry experts and former elected and appointed officials who rolled up their sleeves to strengthen Maryland agriculture.

Their report is critical to our administration and our new secretary.

Filling Lew Riley's shoes has not been an easy task, but – with hard work – we were able to recruit one of the most capable and professional administrators in the country. Tonight, it is my honor to announce Roger Richardson as our nominee for Secretary of Agriculture.

There is no one who understands the fundamental importance of our agriculture community better than Roger. He is a sixth generation Maryland farmer with a lifetime of experience – not only growing and preserving the land – but also of serving his community as Director of the American Corn Growers Association and

President of the National Association of Farmer Elected Committees, just to name a few.

Roger, I look forward to working with you – and our agricultural community – on behalf of Maryland's farmers and rural business.

## **Our Shared History, Our Shared Goals**

As we look to our shared future, we remember that Maryland has always been defined by the opportunities our beloved land and water have given us to provide for our families, restore our spirit, and strengthen our State.

And we remember that the decisions we make today determine – in a very real way – whether future growth and development determines Maryland's character, or whether Maryland's character determines the nature of future growth.

I think we can all agree that our shared future starts with doing more for our farmers.

## **Agricultural Agenda**

And that's why we are advancing first with the Agricultural Stewardship Act of 2006. Landmark legislation, passed under the leadership of Lew Riley, to initiate significant reforms and strengthen our agricultural community.

We have already started implementing their recommendations, this year, with \$10 million for our 24 Soil Conservation Districts.

We have provided record funding for cover crops while tripling Maryland's investment in MARBIDCO – the Maryland Agricultural and Resource-Based Industry Development Corporation.

And, we are going to do more to help our farmers, especially the next generation, secure the tools they need to adapt to our changing farm economy – ensuring sustainable profits year after year.

Without our farmers, without our family farms, Maryland would lose much of her beauty and her character. Together, we will not allow that to happen.

Second, in recent years, staffing cuts have reduced operations to baseline levels – jeopardizing our ability to respond effectively in the event of an outbreak... a pest influx like the emerald ash borer... or even a threat to homeland security.

Through hard work and persistence, we will elevate the status of agriculture in our State by giving our Department of Agriculture – and its critical scientific, technical and regulatory functions – the requisite staff and resources to provide a lasting foundation for our agricultural community.

Third, we are going to expand opportunities to enjoy the health of the land, the water and tributaries, and open space we love to more people rather than fewer.

Farmers have been one of our strongest partners in the fight to preserve our open space and resources – a fact that's not always universally acknowledged.

You are to thank for one of the most successful agriculture preservation programs in

the nation – well on its way to preserving 500,000 acres that, most likely, would otherwise have been developed.

I pledge to you that I will do everything in my power to help us continue our progress and lead in this endeavor.

By building on your strength and the strength of our Agricultural Land Preservation Foundation, we can continue to maintain the role you have forged for us as a leader in agricultural preservation.

To that end, we will invest in our priorities – providing an additional \$138 million to improve local water and wastewater systems. And we are going to make sure that every dollar of Open Space funding this year – an estimated \$289 million – will be spent on Open Space.

We are also going to restore accountability with the development of BayStat – a performance measurement tool to help us assess our progress and drive improvement.

Finally, we are committed to finding new outlets for Maryland grown, raised, and produced products like corn and soybeans – including the development of ethanol production and a new soybean crushing facility.

Together, we will partner with our Department of Economic Development to encourage direct marketing and to promote our farm products more aggressively –here and abroad.

## Conclusion

I know we have discussed a good amount of policy and initiatives. And, without a doubt, they will all require a lot of hard work.

But, in the end, I think this is a group that understands that we are indeed “tied to our country and wedded to its liberty and interests by the most lasting bands.”

And so it is in our One Maryland.

To support our family farms and increase their profitability. To preserve and protect more farmland and open space. To restore the health of our land and water for the next generation.

These are our shared goals. In the months and years ahead, I’m going to need your help. We are defined... and will always be defined... by the strength of our farmland, our farming community and our rural business.

And I really look forward to working with all of you as we build our all too critical agricultural foundation – not only for ourselves, but for our children and theirs.

Thank you.



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[Lane Kirkland Dedication](#) »

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# Lane Kirkland Dedication

February 8th, 2007

## National Labor College

Thank you President Sweeney for that kind introduction... and thank you for your leadership for our working families and our labor family in every part of our Country.

I would also like to thank President Schurman, Linda Chavez-Thompson, Rich Trumka, Tom Donahue... and so many others who helped make today possible... and who – through their hard work – are building a strong foundation for the future of labor.

And it is a special pleasure to see the AFL-CIO's leader in Maryland, Fred Mason. Fred, thank you for all your help. I'm glad we're working together to serve the people we're privileged to represent.

To my colleagues in the General Assembly – thank you for your continued support of the National Labor College... and for investing in our greatest strength: the drive and commitment of working men and women.

I'm very grateful for this opportunity to come together with such great friends to honor a man who dedicated his life to the core values of the labor movement – dignity for every worker, integrity for every family, and opportunity for every child.

Lane Kirkland was a force for progress that helped pave the way for greater opportunity and a greater role for the American worker. But he also brought a global vision based on an understanding that we are all in this together.

It was this timeless truth that defined "Solidarity," his lifelong theme... and earned him a coveted spot on President Nixon's "enemies list." It's also that foundation we build upon today as we look toward our own challenges and opportunities.

My friends, today, we compete economically as never before on a global and faster track. In a very real way, our economic and financial security depends on our ability to extend opportunities to more of our neighbors.

We have the tremendous assets to meet this challenge. We have institutions of higher learning... federal institutions... sound workforce... growth and development... and unrivaled regional strength.

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At the same time, we have a responsibility to ensure that every citizen has an opportunity to share in our prosperity. With fair wages... healthcare for working families... training, to turn a job into a career... ensuring that no matter where we're born, or how rich or poor, we all have an opportunity to advance.

To some, this may be a tall order. But, if anyone doubts our ability to live up to this responsibility, come to the National Labor College.

Because here we learn that within the reach of every worker is the opportunity to simultaneously earn while we learn.

The opportunity to translate the hard work of a lifetime into a college degree.

The opportunity to develop lifelong skills to adapt, grow and lead in our changing economy.

The opportunity, and this is critical, to secure good jobs and decent wages at the bargaining table.

The National Labor College is one of the horses that we have hitched our State to... in order to pull our wagon, in partnership, toward a better tomorrow.

Because, in the end, we know that when we invest in worker education, we invest in the very foundation of our working families and a stronger, growing middle class.

I just want to close by pledging to you that I will do everything in my power to help build on the cornerstone we lay today to advance the noble cause of the National Labor College – remembering that “without labor, nothing prospers.”

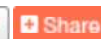
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[Return to main discussion page](#)

« [Agricultural Council Annual Dinner](#)  
[Dr. Martin Luther King, Jr. Rededication](#) »

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# Dr. Martin Luther King, Jr. Rededication

February 28th, 2007

## Annapolis, Maryland

Earlier this afternoon, we came together to unveil that beautiful plaque. And on that hallowed ground, we marked not only a rededication – but I hope a renewal. Which I hope is something we go through every February and every time we think of Dr. King.

A renewal to our commitment to advance and secure the dignity of every individual.

Our renewed faith that our diversity truly is our greatest strength.

Our renewed sense of responsibility to expand opportunity to more and more people, realizing that, in fact, we are all in this together. That we are tied in that web of mutuality.

You know 40 years ago, in the shadow of the Lincoln Memorial, Dr. King reminded America of “the fierce urgency of Now.” He reminded us that “this is no time to engage in the luxury of cooling off or to take the tranquilizing drug of gradualism. Now, he said, is the “time to make real the promise of democracy... now is the time to make justice a reality for all of God’s children.”

I was 5 years old when Dr. King was assassinated. I was not named after Dr. King, thank you though Delegate Benson. I was named after St. Martin de Porres though.

And the most important things I learned about Dr. King, I learned from my father as a little boy before I had really studied him in school or read much about him.

And my father ( I will never forget this) – my father said to me, “as time goes on son, some men of recent history will be remembered less. But this man will be remembered more. And as time goes on, he will become bigger in the consciousness of our people, while other men who were his contemporaries will become smaller.”

And I remember asking, “well why is that, why do you say that, why do you think that?”

And he said, “because this man told all of us that we are good people. And that we

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serve a loving and forgiving God and that we can be better people. And God sent him to us at a time when our country could have taken a turn in a much worse direction, were it not for this man who understood what love was all about.”

As Delegate Anderson said, there was never anger in his voice. He understood, and he taught our country really, that the arithmetic of mercy is stronger than the arithmetic of vengeance.

And these things I learned from a white man, which I think is also a tribute to the beauty of Dr. King.



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Tags: [dedication](#), [mlk](#)

[Return to main discussion page](#)

« [Lane Kirkland Dedication](#)

[Base Realignment and Closure Subcabinet \(2007\)](#) »

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# First Citizen Award

March 28th, 2007

Thank you very, very much Mr. President.

It is an honor to be here to honor two of Maryland's greatest public servants. Two leaders who fought, their entire lives, for the hopes and dreams and aspirations that all of us share. And who helped renew our faith in our belief that government can actually work. That our government can serve people. That our government can make people's lives better.

And it's so great to be here as we rightly honor my friend, my father-in-law, and my mentor Joe Curran. And as we honor my friend, my mentor, and my sometimes tormentor William Donald Schaefer.

### William Donald Schaefer

William Donald Schaefer was an icon to everyone who loved the City of Baltimore. He had that hard-working, can-do grit that called upon all of us to do it now and to get it done. To put excuses on the side and forge ahead.

Under his steady hand, we rebuilt that beautiful front door on what was stagnant backwaters. We built the glistening Inner Harbor as a symbol of pride and hope for generations to come, which says so much about the renewing spirit of Baltimore.

Although he will certainly be remembered for the bricks and the mortar and the things that are important for rebuilding a city. He also, probably more importantly, rebuilt a sense of hope and a sense of renewal in our city. He told us that we were good people and that it was our city to save or to lose – challenging everyone to remember that Baltimore, in many ways, is capable of greatness, and still is.

As Governor and then Comptroller, he brought the very same commitment to our State – a tireless leader. And even when people disagreed with him, they always knew that at least he felt firmly and sincerely whatever it was that he felt – and he continues to stand up for what he believes in.

### Joseph Curran

Joe Curran has been a force for progress in our state for five decades. Throughout his years of service, he has set a standard for honesty, for decency, for integrity in government, and for respect for others who may disagree with us.

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He really was a person who, as a committee chairman, sometimes drove the Senate President crazy because he always let everyone have their say – respecting every person.

To borrow from Arthur Schlesinger, he “saw power not as an end itself, but as a means of redeeming the powerless.”

In the face of some of our greatest challenges and injustices, he held fast to the idea of what our State and our country could become – a place that respects the dignity of every individual and advances the common good.

I think his life of principled service tells all of us that every person matters. Every person in our state matters. And that God wants every partial victory.

I don’t think Maryland has ever produced a more universally admired public servant, or a better statesman, than Joe Curran.

### Conclusion

So in closing, we are very grateful to our two honorees for your commitment to the people of our state. We have been blessed by your good work and your caring hands.

Together, they have improved our lives and thereby improved the life of our State.

Thank you both for what you’ve done for all of us.



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Tags: [distinguished](#), [joe curran](#), [public servant](#), [william donald schaefer](#)

[Return to main discussion page](#)

« [Governor O’Malley Shuts Down House of Correction Governor’s Leadership Award](#) »

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# Governor's Leadership Award

March 29th, 2007

## World Trade Center Institute

I was listening to Deb [Kielty] run through the tremendous accomplishments of so many of the entrepreneurs of Maryland companies that we are awarding this year. And I was thinking of just how blessed we are as a state. How can you not be proud of Maryland when we see all the terrific things that are going on – all of the ways that we are engaged in the life and economy of this globe.

Your entrepreneurial spirit, your perseverance and your leadership have helped us move toward our shared goal which is greater opportunities for more and more of our people.

The World Trade Center Institute exemplifies the kind of partnership between public and private sectors that we absolutely need to advance our opportunity agenda. Local, regional and international companies – along with government – reaching out to that much wider world.

You know, it's an interesting thing about our American character that since our founding, we have been a revolutionary people – international in our perspective and conditions from day one. At the same time, there is that other aspect of our character, which from time to time can slip into a strange xenophobic condition.

But look at these companies, look at your neighbors around this room – successful people who are doing better in this increasingly smaller world with more and more fast-paced competition...

Change is happening rapidly. Our knowledge-based economy that we have in Maryland – with federal agencies, research facilities, institutions of discovery and technology – is growing.

And we have to come together, as One Maryland, to recognize that we have the power in one another to harness that change for the benefit of all. To harness coming opportunity and preserve our quality of life. To build a competitive and growing business community. And, to invest, not only in our infrastructure, but in our intellectual infrastructure, which is truly what makes us a world leader. And what makes us able to compete and win in a world economy.

One of the most important components of that is enhancing Maryland's global profile.

## Releases

You do that so much better than government ever can. You are increasingly our ability to compete and win in an engaged way.

Just last Thursday and Friday, the Department of Business and Economic Development, under the leadership of Secretary Edgerley, hosted more than a dozen business executives from Turkey – bringing them together with 35 Maryland companies to take the first steps in opening up new and fertile markets.

And it is going to be our responsibility, together, to continue to identify those areas where we can create greater partnerships and diversify our investment.

Which is why, right now, we are working to boost our foreign investment in mature markets like Israel, Europe, and Japan.

It's why we want to work with you to open up greater opportunities here in this hemisphere in Central and South America.

It's why we want to build on the successes of the Maryland/Israel Development Center and the Maryland Center China while we cultivate opportunities in places like Africa and India.

And, we are also working to target intervention and investment in priority industries and growing business sectors – including bioscience, technology development and education.

Under David Edgerley's leadership, and in partnership with all of you, we are going to increase our market presence, sustain critical investments – here and abroad, and harness our growth to expand opportunity.

In short, we are going to do everything we possibly can to make your Department of Business and Economic Development work and function and serve your talents so you can create greater opportunities for all of us...

So, we are excited about our international future, but we know that our ability to expand opportunity is not based solely on our institutional strength – but truly based on your talents, your brainpower, your courage, your willingness to risk action on the faith each of us makes a difference.

And that's really what tonight's award ceremony, I think anyway, is all about – honoring our strong, successful global leaders who have made our State a better and stronger place.

We are joined by so many terrific leaders here tonight, and it's my great honor to be able to add Chip Mason to this distinguished list that you saw flashing on the screens before you.

Chip Mason has played a tremendous role over the years in shaping Maryland's engagement of new global frontiers.

With his vision and leadership, Legg Mason has been an incredible corporate citizen and really one of the strongest pillars that our City has ever had. They now rank as the fifth largest asset manager in the world. I am really excited about their move to Inner Harbor East...

You know, there were many people when I was first elected Mayor that I had the chance to get to know. But there were very few that stuck up time and time again in very substantive way.

Also, I might add, he's a humble guy. He was always quiet but consistent in his belief that our City is the core of our metropolitan economy and that we are all in this together.

I want to thank you Chip, for everything that you did for our City in these last years and for all that you do in our state as well.

Chip is a leader in his industry, but he is also deeply involved in our local business community – guiding the Maryland Business Roundtable for Education for a dozen years.

There are so many kids who now have the opportunity to learn reading and math and also have access to technology that would not have had those opportunities were it not for Chip's leadership and his dogged determination to make sure we stay at it and give our kids the best education they can possibly have – also to compete in this new global economy.

But, at the end of the day, Chip Mason is an example – not only for his incredible global leadership – but really for his pivotal role as one of Maryland's greater ambassadors.

He is a person who has always believed in this place that we love.

And Ladies and Gentleman, it is with great pleasure that I present this year's Governor's Leadership Award to the one, the only, Chip Mason.



Tags: [economy](#), [global](#), [leader](#), [leadership](#)

[Return to main discussion page](#)

« [First Citizen Award](#)  
[Bill Signing Ceremony](#) »

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# Bill Signing Ceremony

April 10th, 2007

Good Afternoon everyone. Thank you all for being here today.

I want to thank President Miller and I want to thank Speaker Busch for their leadership and the very important work that went on this session.

This was a successful session. This was a session where we made progress, once again, for the people of our state.

I also want to thank Lt. Governor Brown for all of his hard work, having come up through the House of Delegates- his help, his leadership was invaluable, and he never stopped working.

It's the sort of thing that sometimes doesn't make the headlines but the fact that he was in there, right up until the end, working as hard as he possibly could to bring about consensus and move us forward, Lieutenant Governor, I really want to thank you for your hard work in this session.

This was a session where we found consensus in order to advance the common good. And together, we have made progress on a lot of big challenges that we have – we've made a lot of great progress on education, not only in the funding of education and affordable college education but also on school construction.

And this was a phenomenally positive session for the health of the Bay and the sake of the environment, probably no issue more underscores that notion of the common good than the health of our environment, whether it was in full funding of open space, whether it was the Clean Cars act or many other things, we really made some phenomenal progress.

And, it's because of partnership, you know, it's the only way that lasting change happens. It's through partnership that's finding consensus to advance the common good, and we're going to continue that progress today.

I also want to thank members of the Senate, Mr. President, who unanimously confirmed every single one of the new appointees to this cabinet. They are a terrific group of human beings, both the Senate and the new cabinet, and I want to thank you for your leadership and support there.

We have a couple of important bills that we're signing when it comes to making



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government work.

One of them is StateStat, where we are going to apply performance measurement to the workings of our government, and the other one is the BRAC Subcabinet, which Lieutenant Governor will chair, and he is going to have a couple of words to say about that shortly.

Through StateStat – we are going to do everything we can to make our government more open and transparent – so that we understand what things are working, what things are not working, and how we can maximize the investment that the hard working people of our State make in the important work of state government.

It is going to be our foundation for restoring accountability and for driving our progress.

And our new BRAC Subcabinet will bring together all of the various stakeholders to make sure that that growth that is coming to our state because of the base realignments is growth that we harness for good. In other words, that we make sure that we harness that growth so that we not only gain the benefit of those new jobs, but that we also maintain our quality of life at the same time.

And under Lt. Governor Brown's leadership, we are going to protect our open space, invest in our critical infrastructure, and hopefully use that growth to rebuild our cities and towns.

I also want to thank Del Bohanan, Del Rudolph, Del James and Del Love, and also Senator Jacobs and Senator Dyson, for stepping up on this legislation.

Today, we will also be signing the Darfur Protection Act to make clear our commitment to peace and justice in Darfur, and to live up to our responsibility to do everything that we can to make this world a better place through our own actions.

In the end, today's bill signing is another cornerstone in making our government work and in bringing people together for that great cause. We have brought that spirit of compromise and consensus back to Annapolis. And on those issues where we were not able to agree this session, I think at the very least, we were able to disagree in a way that made people proud that they sent representatives here who could debate the issues, rather than attacking one another.

So, I know we have a lot of hard days ahead of us, we are going to tackle tough challenges in the months and years ahead having to do with Maryland's fiscal health and that structural deficit, but we have it within us to be able to tackle these challenges, we absolutely and positively do...

Thank you.



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# Baltimore County Legislative Wrap-Up

April 12th, 2007

Mr. County Executive, thank you very much for the invitation to join you today in this beautiful park of Baltimore County. And thank you really for your leadership and for your vision at being willing to risk action on the faith that we can indeed dream a better future and make it so. That's what you are doing in Baltimore County because of your important work and the work of your terrific delegation.

You know the word renaissance in Baltimore County – those words actually mean something. You've brought new life. You've brought new commitments and new opportunities to neighbors throughout this county.

And those new beginnings also spill over to our neighbors throughout the state. I believe in Baltimore County we see the way to energize every jurisdiction really, which is say every neighborhood matters, every classroom matters, every teacher matters, every family matters. We all matter and your government should work for you.

That is what Jim Smith does for Baltimore County and you all should be very proud.

To all of Baltimore County senators and delegates, it was a real honor to work with all of you this session. We still have a lot of work ahead of us, I've never seen a headline that follows a session where they say, "The legislature completed the work for the next ten years, and no one has to do any work anymore."

You know we never get done everything that we want to get done in any one session. And no one expects us to do that. But you know what they do expect – they expect us to come together as we did in this session. To realize that "we are one, our cause is one, and we must help each other if we are to succeed," to quote a great American. And that's what we did and I really want to thank you.

Jim, you have a terrific delegation. The assignments that they have, the various committees that they worked, the savvy with which they worked and the decency with which they worked with people from both sides of the aisle, quite frankly, is really a model that helped us set that positive tone for where we could define consensus to advance the common good.

We also had some terrific local department heads and leaders who came down with their local perspectives and brought that professionalism and competence that makes the delegates and the senators from all over the state realize that "hey, you

## Releases

know what, our government can work. These dollars are well spent and well invested.”

And because of that partnership, the county executive went through a number of the things we have accomplished this year, but some of them were challenges and opportunities that were floating out there for last the 4 years, but it took the consensus and the ability to come together to make progress on those things:

To strengthen and grow our middle class and our family owned businesses.  
To improve public safety and public education in ever part of our state  
And to expand opportunity

That’s what we were about this session.

And get this, I know that all of you are going now going to be going on that tour. Just when your spouses thought it was safe to book dates on weekend. No, you are going to be going out to community meetings and meeting with local clubs and chambers of commerce and reporting back to them what their government did during the course of this session.

We have laid a foundation for progress for the future. That’s what we’ve done this session and you know what, we did it in a fiscally responsible way.

Last year, state budget grew by 12.5%. This year, even with the record investments in education and school construction, the budget grew by 2.1%. So that’s 12.5% growth last year and 2.1% growth this year. And it was less than the rate of inflation and much less than the spending and affordability limits set by the General Assembly.

We’ve implemented StateStat thanks to your votes. So, we are going to apply performance measurement to government – what a novel idea – every small business in America and every family in America has to measure its budget, measure its performance, and measure its outcome. We believe our state government should have to do the same thing. And that’s what your citizens believe. And that’s what your government is going to do.

To mention education, we kind of glossed over the fact that this year was the largest infusion, single year infusion, of state dollars to local school districts because of Thornton. It was a \$580 million dollar increase. \$580 million.

And if it doesn’t happen without vetoes and veto overrides it never got any ink. So, don’t forget to share that with our neighbors. \$400 million in school construction. The state of Maryland would not have stepped up and invested \$400 million more than we have ever invested in a single year, were it not for your leadership and your county executive’s leadership. So, thank you for what you have done for the entire state.

I see our community college president out there, we want to do more. But this year an 18% increase for community colleges and we were able to stave off a damaging increase in tuitions by investing again in that Maryland foundation of higher education.

On the environment, we have made a lot of great strides. We have implemented

BayStat. We have re-implemented the Office of Smart Growth. We protected every single dollar of Open Space. Open Space dollars in the State of Maryland are now going to be used for Open Space.

We also did the Clean Cars bill. What a miraculous thing – science was on our side, health was on our side, future of our planet hanging in the balance and the General Assembly – the Senate and the House of Delegates came together – passed the bill – sent it to the Governor – and he signed it.

Isn't that a much better way to do business?

We still have more work to do on public safety, but thanks to your leadership we made some progress there. Improving tracking and monitoring of sex offenders. Ending parole for those offenders under Jessica's law. \$2 million investment there.

But we are going to get these important pieces back onto the chess board of public safety – what are they? Juvenile Justice, Parole and Probation. Your county police officers should not be risking their lives out there while the state rocks back and says we don't have a responsibility to get violent criminals off the street. We do and together we are going to do it much better with professionalism – with professional people in charge of Public Safety and Juvenile Services.

We also passed, with the help of so many in this room, the Living Wage bill – which simply says that when people work hard they should be able to feed their families from the fruits of their labors.

We are pro-work. As Marylanders, we are pro-work. We believe the people who work should be able to support their families decently, and that's what we did with your vote.

We also restored the integrity of the Public Service Commission, we have professional regulators who are going to serve the public again.

And I know we have a lot more work to do. In fact, Jim, Delegate Morhaim told me he has a whole litany. He called it his unsung heroes bill. Bills that were great bills but nobody is talking about.

But we have an opportunity to do that.

To Johnny O – congratulations to you on being such an effective legislator. You had a great group of – I bet you hate to be called freshman delegate since you were for three months at the end of the last session – but you had a great new group of leaders.

To be able to get that LNG bill out of the House with the support of your colleagues in the county is quite an accomplishment. Jim, I promise you we are going to work with you and do everything we can to keep that LNG plant out of Baltimore County.

Let me just wrap up by saying again thank you to all of you. I have known many of you for a long time. We have served in local government, albeit on different sides of that city-county border, but you know what? Kids on the city side and the county side appreciate what it means to go to school where you can actually see the sun shine through a window. Kids on both sides of that understand what it means to be able to grow up in a neighborhood where it's safe to play in the alleys and you don't

have to dodge bullets.

Kids on both sides understand what it means to be able to go home at night to a parent who doesn't have to work two jobs in the course of one week. Kids on both sides of the city-county line and throughout our state should have opportunity of a high quality education, high expectations, and the ability to be able to go to college to make this state a better place for their kids. And I thank you for getting us on the road to that sort of Maryland all of us carry in our hearts.

Thanks.



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« [Bill Signing Ceremony](#)  
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## Irish Institute

April 14th, 2007

Thank you for inviting me to speak tonight. It is an honor to be here. I had the privilege, as mayor, of hosting many of you when you visited the City of Baltimore. I was never quite sure whether the Institute came to Baltimore so often because we were national leaders of performance measured governance or because the size of our problems made yours seem more manageable,...

To Ambassador Foley – thank you for your introduction and for your important work in strengthening the bonds between our nations.

I'd especially like to thank Tom Hachey for his leadership of Irish Programs at Boston College, and wife Jane, of course, whose passion for the mission Institute matches her husband's.

Let me also congratulate Dr. Niamh Lynch on your installation as our new Director and Chief Inspector Kathy O'Toole on your new appointment.

To Fr. Leahey and the Trustees of Boston College – I want to thank you for your vision and commitment to this project over the last ten years.

Programs like the Irish Institute often work through the darkest of times when the nay-sayers and cynics are the loudest – times when true vision and leadership rise to the challenge.

### The Irish Institute

It is a happy coincidence that this conference convenes in the same 30-day period that a devolved government is finally established in Northern Ireland.

How satisfying it must have been to so many of you who worked together over the years to create a better Northern Ireland, to see leaders of the two largest parties sitting down together to share power and implement the will of the majority of people in Northern Ireland.

This was the moment for which so many leaders of NI along with President Clinton, Taoiseach Ahern, Prime Minister Blair and George Mitchell had worked tirelessly to bring to fruition.

Of course the real credit goes to you, the men and women who made time to

## Releases

attended the programs – on top of all your other daily pressures — who built long-lasting relationships and brought back to your organizations new perspectives and good ideas – ideas to avoid and some innovations from your observations and from the group dynamic which was always the most positive aspect of these programs.

Former Northern Ireland Secretary, Mo Mowlam clearly knew that when she asked the Institute to host a series of programs for the new Assembly in Northern Ireland in 1998 just before the Agreement was signed.

She had the insight to realize that after decades of direct rule, emerging leaders would need practical courses in the science of governance and the art of local problem solving – and while some meetings were held in Ireland and Britain, those locations had their limitations.

One of the most valuable aspects of the BC programs was getting elected representatives out of the pressure cooker that was Northern Ireland and into a different environment – far enough away from the canvass, so that the broader picture could be seen and examined.

There community leaders could talk about those practical issues honestly and openly without having to worry about how a very complex audience at a complex time might or might not understand the intent of the question or the offering of an idea or opinion.

Mowlam saw that what the newly elected members of the Northern Ireland Assembly needed was an opportunity to look at some models of good government and have constructive open conversations about the issues around which there is so very much consensus within the body politic of humanity.

It was a brilliantly simple concept and from the outset it worked very well.

In fact, that first program for elected representatives had many high level elected officials including newly nominated minister for Regional Development Conor Murphy, and spokesman on policing Alex Maskey, along with the Chief Whip for the DUP. These ground breaking and relationship building programs had but one goal — to bring people together to improve the service of Government for the people of Northern Ireland.

In my brief time before you tonight on the tenth anniversary of this forward looking program, I wanted share some thoughts with you as a colleague in government, as a friend of the Institute, and as a free citizen of this planet,... about 1) the indispensable importance of effective local governance 2) the power of relationship, and 3) the lasting things that unite us all and give us hope for a better future.

### Local Governance

Having served as a City Councillor for eight years, as Mayor for seven years, and now demoted to Governor, I am more convinced than ever of the indispensable importance of local governance – Meaningful and lasting progress, the progress that leads towards true social justice is not possible without effective local governance.

There was a rather aloof governor of a state in the US whose staff felt that he

needed to be seen closer to his constituents. The people, they felt, were losing touch with this governor who –like all governors — occupies that middle earth between local and national responsibilities. So they sent him on the road for a series of “town hall” meetings across the state. And at the very first town hall a very insistent woman stands up at the microphone the second the question and answer session begins. “Governor,” she growls, “I have several concerns: there’s a dead city tree breaking up the sidewalk in front of my house for three years. I keep calling but the crew never comes. Next I put out my recycling faithfully on the appointed day only to have the crew leave it there on my curb to haul back inside. And finally, local hoodlums and drug dealers have been taking over the park every night after dark – kids can’t even play there now because of all the beer cans and hypodermic needles.” After listening politely, the Governor says, “Madame, I’m afraid your questions would be better addressed to your Mayor...” To which the woman replied, “I figured as much but I didn’t want to go that high up at first.”

Effective local government is critically important. Consider if you will the powerful simplicity of FDR’s Fundamental Freedoms and core mission of every city or local authority.

In articulating that foundation, Franklin Delano Roosevelt told Congress some 60 years ago, “In the future days which we seek to make more secure, we look forward to a world founded on our fundamental freedoms.”

The first is freedom of speech and expression – and then he said, everywhere in world.

The second is the freedom of every person to worship God in his own way – everywhere in the world.

The third is freedom from want – everywhere in the world.

And the fourth is freedom from fear – anywhere in the world.

In the City of Baltimore our mission statement proclaimed “to improve public safety in every neighborhood (freedom from fear); to make our City a better place for children to grow up (freedom of speech, expression); to make our City a place where jobs and opportunities are expanding for all (freedom from want).

To drive progress and to build trust as our City confronted some really big challenges of drug addiction, violent crime, failing schools and population loss, we started doing something revolutionary, something rarely done at any level of government – we started measuring outcomes and performance, not once a year, but every day. We started geo-mapping every conceivable service, problem, and opportunity. Why?.... Because a map doesn’t know whether a neighborhood is black or white, or rich or poor, or democratic or republican, but it does know where our problems and opportunities are, and we deployed our resources accordingly. And we made progress for all together.

While some may scoff at a vocation of attacking potholes, crime, trash and grime, we know there are some basic aspirations shared by all of humanity. There is no democratic or republican way to fill a pothole, no political ideology to picking up illegally dumped garbage, to removing graffiti, to cleaning an alley. And all children regardless of their parents party affiliation, deserve a healthy start, a decent home,



and a place to play where they don't have to dodge hypodermic needles or bullets.

Progress like this, progress accomplished by local government, progress which improves the quality of life in any neighborhood or on any block is truly omni-partisan in both its subscription and appeal. And God wants every partial victory.

As Robert Kennedy once said, "...idealism, high aspirations and deep convictions are not incompatible with the most practical and efficient of programs – there is no basic inconsistency between ideals and realistic possibilities, no separation between the deepest desires of the heart and of mind and the rational application of human effort to human problems."

Effective local governance is that "rational application," — an application that can only be truly rational when it is also truly local in its crafting, in its ownership, and in its operation.

Which leads me to my second point the power of relationship.

## Relationship

As the minority mayor of majority African American City, I have probably attended more Baptist and African Methodist services than any catholic public servant on the planet. (And as a Catholic it came as a great revelation that people of other faiths actually sing along with the music and hymns...) At the great Bethel AME church, Pastor Reid spikes a robust call and response when from the pulpit he proclaims – "if it's not about the relationship,..." and the congr it's not about anything." The Relationship — between ourselves and God, ourselves and others, ourselves and time, ourselves and place, ourselves and this space we share with others.

Why do teenagers and young people today flock to "my space?" It's not for solitude but for relationship; not for distance but for proximity; not for division but for connection.

During my years as mayor, id often have the opportunity to show my citizens their new performance measurement tool of the CitiStat room with its charts, graphs, timely accurate information, aerial photography and maps. Without exception, my presentation was always interrupted within ten minutes by the hand in the back and the question – "Can you show me my house?" – why is that?

Is it to know that I matter to my government? Is it to know that my government works and therefore matters to me? Is it to understand what is around me? Or maybe is it because of a deep innate human instinct to better understand my relationship to the forces and people around me and their relationship to me. "Show me my house."

Father David Hollenbach, one of your very own at Boston College, once said "the biblical understanding of freedom, portrayed in the account of the Exodus, is not simply freedom from constraint, but freedom for participation in the shared life of people..."

Thomas Aquinas wrote that "any seeker of a higher truth, or of God, must eventually and inevitably return to the idea of community." In the words of Dr. King, the idea that "we are bound together in a web of mutuality,..."

The idea that we progress, not on the weakness, but on the strength of our neighbors. The idea that one person can make a difference and each of us must try.

If politics is the geography of ideas, then perhaps, through our deeds and relationships as individuals, we must become the dynamic coordinates of new geography – a newer deeper understanding of our actions in time, space, in community, and in relationship to one another in the march of progress we have the freedom to share,...

It is all about the relationship: our relationship to one another, our relationship to the truth — a truth that builds trust; and a trust that builds community.

## Conclusion

My friends, the lasting legacy of these last ten years of work by the Irish Institute is not the transfer of best practices, or the prowess of professional administration, or even the development of sound policy. It is the power of relationship and the invaluable work that so many of you have done, one person at a time, to reawaken the hopeful history-trumping notion that there is more that unites us than divides us.

And among those things is our shared belief in the dignity of every individual; our belief in our own individual responsibility to advance the common good; and our understanding that there is a unity to spirit and to matter, and that what we do in our own life-times does matter.

So “will you come with me to the bower, will you walk upon the sand, will you dream of a new tomorrow, will you take me by the hand, this is not some song for ancient wounds, I think we’ve bound them all we can, this is a song for justice and for peace in Ireland.”

Congratulations to all of you. It’s been my humbling honor to have been able to share a couple of steps with you in your noble journey.



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# Center for American Progress

April 23rd, 2007

## Governing by the Numbers: The Promise of Data-Driven Policymaking in the Information Age

Thank you, John. Thank you very, very much and thank you all for giving me the opportunity to be with you today. John, thanks for your kind words and that kind introduction. And thank you for highlighting CitiStat and the importance of using data to build a performance-based government.

Thank you most of all, though, for your leadership in the realm of ideas. In just a few years' time, the Center for American Progress has emerged as the sort of "go-to" — I don't want to use the word think tank, but in a sense it is a think tank — but it has become the "go-to" place for people that are looking for progressive ideas, progressive policy and just as important as policy, progressive administration. Doing the things that work to actualize policies that make sense, but need to be implemented in ways that are effective and performance-measured.

And as you well know, we are a few decades behind the extreme right and neoconservatives when it comes to this sort of institution-building. Even though I'd submit to you that we are way ahead of them in terms of making government work.

In the course of a campaign, during the stump speech...you know, you have to have a ten-point plan when you campaign...so we would launch into the ten-point plan. I'll spare you points 4 through 10. But point number one was: an O'Malley-Brown administration is committed to making your government work again. Point number two: we're going to make your government work again. And point number three — sing it with me people — we're going to make our government work again.

Making our government work is what I find exciting about public service. And I think everyone who calls themselves a progressive should be pleased and grateful for the very important work that goes on here. Amid all of the cynicism — you know, we see a lot of contempt about government on the American right: their desire to make it so small that they could drown it in the bathtub — it's problematic at any level of government because I think at its core it represents the belief that government can't work, that government is not a tool to advance the common good. And their solution is then to indiscriminately start lopping off organs of government, instead of trying to lift the hood and fix the problem.

## Releases

Schools underperforming: it must be government's fault. Get rid of the Department of Education, privatize schools. But then what happens when they're confronted with an ambitious task that only government can respond to, as we saw with Katrina? What happens when we're trying to capture the leader of the global jihadist movement who's responsible for the deaths of Americans? What happens when we're trying to nation-build in a country that has a history of skepticism towards Western values? When facing these huge governmental challenges, they fail. They fail tragically and spectacularly, with grave consequences for people and the whole world.

I'm pleased to be here in the company of some great panelists who are going to be following me: Sally Katzen, who deserves a lot of credit for the sound fiscal stewardship of the Clinton Administration. Reece Rushing and Dan Esty did an excellent job capturing the essence of CitiStat. And Nell Williams, who will tell us how it's done in the private sector and where they figured out these secrets long before the radical notion of measuring outputs ever came to government.

And Larisa Benson with Governor Christine Gregoire's office, who can talk about how they've applied these principles in the state. And I really hope you're way ahead of where we were on CitiStat because in the O'Malley-Brown administration, we are card-carrying kleptocrats: when we see good ideas in governing that work in other places, we steal them and we apply them to our own problems.

Not unlike, really, how CitiStat came into being. We did not invent it. We borrowed it. We expropriated it from the New York City Police Department which used a ComStat system to revolutionize crime fighting...using the simple technology of computer pinmapping, putting the crimes on the map, deploying the cops to the dots, relentless follow-up to drive crime down. And we figured that if you could use data collection and mapping technology to improve law enforcement, there's no reason why you could not use it to improve the other things that government does — whether it's garbage collection, or housing inspections, or removal of dead trees, or repairing traffic lights or streetlights.

The late Jack Maple was the brains behind ComStat, and he became our guru in Baltimore. I learned so much from Jack, and I only wish that he could be here to share some of this in his own unique and colorful way, to which I cannot hold a candle, but I'll do my very best.

Nell Williams will correct me if I'm wrong, but I'm willing to bet that the Marriott Corporation has at its disposal information about the company that is shared not only on the front lines, but all the way up the management chain. The company could tell you how many hotels Marriott has, what their vacancy rate is, their room rates, how many vehicles they own. I'll bet they have precise measures on how productive their workforce is — who shows up, who doesn't show up. I bet you have consequences that you enforce as well. And I'll bet that they strictly enforce company policies.

When I became mayor of Baltimore City in 1999, a 16,000-person corporation with a \$2-billion annual budget, we had none of that information available to managers and leaders.

There was no one who could tell me how many sanitation trucks the city owned or

really how big our fleet was. I remember asking our outgoing Director of Public Works – I said I'd always heard that the fleet was a big cost. How many vehicles do we have? And they responded 5,500.

I said: "5,500?"

He said: "6,000?"

You get the point.

I'd ask these questions: how quickly our emergency services are responding to 911 calls and things of that nature, and city managers would look back to me as if I'd asked them to explain the laws of quantum physics or something.

They were managing by feel, not by fact. They were laboring under those old mantras: well, this is the way we've always done that; we tried that here and it didn't work; and all of those sorts of things. And perhaps, maybe they stopped collecting information because it was all pretty depressing.

You see, by the late 90s, amid the national economic good times in one of the more prosperous states in the nation, Baltimore was reaching what in retrospect we see was the nadir of a decades-long decline. We had become a poster child for urban blight. We were one of the most violent cities in America. All sorts of problems: a school system that was underperforming by any measure and also our bureaucracy was trapped in a culture of failure. We had thrown up our collective hands. There was nothing we could do about this. And that's where CitiStat stepped in.

In essence, CitiStat – this performance measurement – can really be summed up in one phrase: CitiStat is really about the rational application of human effort to the solving of human problems, and that's it. And that's what we do.

And because we actually believe that government can work and that people are smart, we believe that with openness and transparency and performance measurement we can figure out the things that are working well, the things that are not working well. And as rational human beings we can adjust our tactics and strategies and come up with better ways to deliver the sort of government that the people of our city deserve.

So we began to put the four principles of ComStat in place. First one was timely, accurate information shared by all. Do you mean it's shared by managers? No, I mean it's shared by all. Do you mean it's shared by managers, but not given to the secretaries? No, I mean it's shared by all. Do you mean it's shared by everybody but the workers? No, I mean it's shared by all. You mean it's shared by people within government, but not outside the government? No, it's shared by all. Timely, accurate information shared by all.

And we're big fans of the unity of purpose that geography brings to this, which is why we would map everything. Because the map doesn't know if a neighborhood is black or white, or rich or poor, or Democrat or Republican. We actually have other maps that would tell us whether they're Democrat or Republican.

The first one was timely, accurate information shared by all. The second is rapid deployment of resources, so that we can respond in real time. The third is effective

tactics and strategies. We were able to do things like redraw trash collection borders that even though our population in Baltimore had greatly changed since 1962, the borders had not changed, so we were able to distribute the workload. The third was effective tactics and strategies, as I mentioned. We did a number of other things as well.

We had – this is a true story – we developed a cash prize for those folks that are responsible for collecting the garbage. And there are some 14 different crews. And we found after a 60-day period of measuring the primary colors of tonnage, citizen complaints, and absenteeism that the crew that was in second-to-last place moved from 13th to number one. Immediately wanting to claim the cash prize for not only the number one finish, but most improved. The person running that crew now works in our finance department. No, I'm kidding.

And the person that was in last place stayed in last place, and when we crunched the numbers realized that they made a lot more money continuing with the culture of unexcused absences and inflating their overtime than they would have made chasing after the cash bonus.

The fourth element of this is a relentless follow-up that allows managers and the top of your city government to come together in a problem-solving dialogue every two weeks that's informed by what's happened in the last two weeks. Seems like a simple thing, but you know what? Most governments don't do that. Most governments manage by crisis. Marc Morial, the former mayor of New Orleans, once said to me: kid, if you ever want to hide something, make sure you put it in a city budget or a city charter because nobody ever reads either one.

We manage by crisis. We managed by inputs. Rarely do we get to the point that business always does — of managing with regard to outputs, of bringing people together with that will of inevitability that says the mayor and his command staff aren't going to forget about this because there's a stenographer behind me...that we took down who was going to be responsible for solving that aspect of this problem. And guess what? We're back here in two weeks. Can we come back in a couple of months? No, we're back here in two weeks. And that's how we drove progress.

So that in a nutshell is CitiStat. It remains in place today in the city of Baltimore. It's been fully institutionalized, at first because of the executive commitment, but really over the long term it became institutionalized because we were successful. Because we were successful, and success breeds success. We began to change an entire culture and to, most importantly, redefine what's possible. I learned at Gonzaga that the Jesuits had a saying that expectations become behavior. This is a method for having high expectations, of redefining what's possible.

We turned a city where many of neighborhoods were considered ungovernable, and we made her function again. We still have a long way to go, but we're moving in the right direction. In just a short time, we've sparked to sea change in the way city government did its important business. Less than a year after the implementation of CitiStat, *Governing* magazine said we're tracking performance on a scale never seen in local government. We didn't do this to win awards, though we like them. We did it to survive. We did it because our back was up against the wall. There was no money, so we had to think differently and we had to apply our energies to the problems we faced.

Yet programs like CitiStat, I believe, really help us progressives break out of a troublesome habit. And that is giving greater weight to inputs that we do to outputs; putting greater energy into policy than we do into the administration of policy. Everyone always wants to know: how much did we put into early childhood education? What's the funding level for environmental protection? Less often do we ask how many more children are in pre-K programs today than were in pre-K programs last year? Less often do we ask how much nitrogen did we really take out of the water stream this year compared to how much we took out last year?

Resources spent are not necessarily resources put to their most effective use. And the data – the evidence in the performance measurement — liberates you to be able to ask those questions. Good intentions aren't enough. Generosity with the public coffers isn't enough. Compassion without competence is pretty useless, and it's really the results – tangible, quantifiable results – that matter.

We are now following Washington State's lead trying to move CitiStat into StateStat. And we found that our state government, not unlike the city government that we took over the reins of, was also not very geared to performance-measurement and service-delivery. So we are bringing these remedies to state government.

It's definitely a work in progress. Just before the end of the legislative session earlier in this month, the House and the Senate passed a bill which was signed into law creating StateStat. There will be many offshoots to it. And as in Baltimore, state agencies will be expected to produce comprehensive data. We're all going to start sharing information on one common gauge of railroad track, so regardless of how much one department might be in love with their super-secret software that their brother-in-law created, we are all going to share information on a common gauge of track.

We're implementing BayStat, so that we can look across the board at all the various programs and efforts we have to revive the health of the Chesapeake Bay, see which ones work, see which ones don't, and invest our dollars where it can get the greatest results for our citizens and for the Bay.

We've had several meetings so far. The very first one actually resulted in the closure of the House of Corrections in Jessup, a horrible place that was built in 1874 that would conjure up nightmare images from a James Cagney movie. We closed it in short order and, lo and behold, doing the right thing can also save you money on overtime, can reduce injuries to your workers, and can be the right business thing to do, in addition to being the right thing morally to do.

State governments, I believe and I hope, will become — instead of resigning themselves to being the pass-through for an ever-declining investment by our federal government and the well-beings of our towns and cities and localities — it's surely my hope that state governments will become incubators for innovation, that state governments will become as cities have become in the last decade...those places where we revive that important notion that in fact our government can work.

Let me wrap up with just a couple more thoughts with you. We've talked a lot about the how-to and sort of technical aspect of things. I'd like to talk and wrap up, if I may, with more of the why-to – you know, why this is important.

There was once a governor in a state, whose staff thought that he had become too removed from the people that he was serving. So they've decided to schedule this round of town hall meetings all across the state because they didn't want people to lose touch with their governor. They wanted to show that their governor was in touch with their concerns. So they set up the town meetings and they had microphones on both sides of the room and a woman waited in line a half-hour to be the first person to ask these questions. And she comes up to the microphone and she growls, "Governor, I have several questions." He says, "Ma'am, you have to limit them, in deference to your neighbors, to two minutes." "I'll get through them in two minutes." "Madam, go ahead."

And the woman says, you know, "I've been calling about the broken sidewalk in front of my house for three years and nobody's come to fix it. There's a dead tree in front of my house on the city part of the sidewalk, and it's been there for four years. I keep calling, nobody does anything about it. And finally, there's a playground down at the end of the block — the drug dealers and hoodlums have taken over all through the night so that the kids can't even play during the day because of all of the beer cans and hypodermic needles. I want to know what you are going to do about it."

And after listening politely, the governor says, "Madam, I believe your questions are better directed to your mayor." To which the woman replies, "I figured as much, but I didn't want to go that high up at first." I told that story to the National Governors Association meeting and no one laughed.

As much as I love my new job, there is a sense in this job of removal. And I believe deep down that local governance, and in that we'll put state governance, but local governance is really indispensable to improving the quality of life and making our country a better place for the kids that are going to inherit it. I think most of us who are familiar from our own educations, or from seeing those Norman Rockwell portrayals of FDR's four fundamental freedoms.

Think about them, if you will, in this way: FDR said 66 years ago that in the future days which we seek to make more secure, we look forward to a world founded on four fundamental freedoms. The first is freedom of speech and expression everywhere in the world. The second is the freedom of every person to worship God in his own way everywhere in the world. The third is freedom from want everywhere in the world. And the fourth is freedom from fear everywhere in the world.

Now, compare that if you will to the vision statement, which I think every city at its core — every local government, hopefully every state — holds in common. In Baltimore, our mission statement was this: to improve public safety in every neighborhood — freedom from fear; to make our city a better place for children to grow up — freedom from want and fear, maybe even expression in its highest form. And the third part was to make our city a place where jobs and opportunities are expanding for all — again, freedom from want. That revolutionary American world vision, my friends, for our nation, for this world, and for our cities are really — are one. You know, they really are. And God wants every partial victory.

It's amazing what happens when you start using geo-mapping and performance government to make government work, to reinforce those principles of equal opportunity that makes real the promise of equal responsibility and social justice and



progress that I think motivates most people to get into government in the first place.

Technology is value-neutral. Technology is value-neutral and this tight geography of ours really unites all of us. And CitiStat helps us deliver on the aspirations that are shared, I think, by every free citizen. It's been said that there's no Democratic or Republican way to fill a pothole; that there's no liberal or conservative approach to removing graffiti; that every child, regardless of their parents' party affiliation – right? – deserves a healthy start, deserves a decent home, a decent place to play where they don't have to dodge hypodermic needles or bullets.

And I suppose there are some cynics around who will say, well, so what if you've reduced violent crime by 10 percent this year? Why is that a big deal? It's a big deal if your spouse otherwise would have been a victim of that violent crime. Why is it a big deal that you actually have competent emergency plans and contingencies for evacuation? Well, it's a big deal if your mother was the one that wasn't left behind to die in a nursing home when the flood came. Why is it a big deal that you've figured out an effective way to transition foster kids out of foster care when they age out and reach 18? It's a big deal. It's a big deal, especially if that kid might be the kid that discovers a cure to AIDS.

Progress accomplished by state and local government — progress which increases the quality of life in any neighborhood or any block — is truly omnipartisan. It is omnipartisan in both its subscription and its appeal. And Frank Reid at the Great Bethel AME Church in Baltimore has this saying that develops like a sing-song when he says it from the pulpit in the congregation. He says, "If it's not about the relationship..." and the congregation shouts back: "It's not about anything." It's all about the relationship –between ourselves and God, ourselves and others, ourselves and the time and place and the space that we share with other people.

Think about it. I have teenaged daughters and I'm sure some of you do as well. Why do they flock to MySpace? It's not for separation. It's not for alienation. They flock to MySpace because of the innate human desire to be connected and to be connected to others.

Father David Hollenbach, a theologian at Boston College, wrote that "the biblical understanding of freedom" in Exodus was "not simply freedom from constraint, but freedom for participation in the shared life of people." Kind of high and lofty thoughts, maybe; but then again, maybe not.

And I leave you with the words of Robert Kennedy, who said that "idealism, high aspiration, and deep convictions are not incompatible with the most practical and efficient of programs... There is no basic inconsistency between ideals and realistic possibilities. No separation between the deepest desires of heart and of mind, and of rational application of human effort to human problems.

Thanks very much.



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# Bill Signing Ceremony

April 24th, 2007

Good morning. Thank you all for being here today.

I want to thank President Miller and Speaker Busch again for their leadership and the very important work that went on this session to improve our quality of life that we all enjoy as Marylanders, and to begin taking responsibility for our environment... the land, the water, and the air that we all share.

I also want to thank Lt. Governor Brown for your partnership and for building compromise this session to advance the common good.

Very early on in the campaign last summer, we came together to announce an Environmental Bill of Rights for the people of our state – understanding that we must do all that we can to preserve our natural resources and expand the opportunities born from our natural diversity.

Because of the leadership of Senator Conway, Senator Frosh, Delegate McIntosh and many others – we were able to build on our strengths to live up to our responsibility.

The land and the water have been the heart of our state since its very beginning, the ploughman and the waterman, providing a foundation and connection to this one world that we all share. And working together, I am proud of the steps that we have taken to improve our environment and our most treasured natural resource, the Chesapeake Bay.

During this session, we have fully funded Program Open Space to, once again, preserve open space. We made historic investments in cover crop program to reduce run-off into the Chesapeake Bay. And, we established BayStat to target the many efforts to improve the health of the Bay – finding what works and what doesn't.

And, because we are stronger together, just last week, Maryland joined the Regional Greenhouse Gas Initiative – partnering with our neighbors in the fight against global warming. And we signed an executive order to help us meet the challenge of climate change.

Today, I am proud to be here with all of you to continue our progress and regain our leadership with a package of bills that move us closer to the goals we all share.

## Releases

That includes signing the Maryland Clean Cars Act to improve air quality, and I want to thank Delegate Bobo for her vision and persistence.

I also want to thank the Speaker for championing Oyster Restoration to revive our natural filters and the health of the Bay.

We are establishing the Maryland Green Building Council – with the help of Delegate Morhaim, Delegate Bronrott, and Comptroller Franchot – to ensure that green building is at the foundation of our smart growth.

Because of the important work of Senator Rosapepe and Delegate Lawton, we are improving local water and wastewater systems for the benefit of our sensitive Bay watershed.

And we are helping to protect the character of Maryland by banning the harvest of our terrapins, thanks to the leadership of Senator Dyson and Delegate Virginia Claggett.

At the end of the day, no issue more underscores the notion of the common good than the land and the water that define our State. By coming together, understanding our inherent interconnectedness, we are advancing the principles upon which our progress must be based.

There's an old Native American Proverb that says that "we don't inherit this land from our parents, we borrow it from our children."

Well, together, we are setting the course for growth that improves, not harms our quality of life... for greater opportunities, not less... and for a better and stronger State for our children and theirs.

Thank you.



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« [Center for American Progress](#)  
[Maryland State Trooper Graduation Ceremony](#) »

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# Maryland State Trooper Graduation Ceremony

April 27th, 2007

Colonel Hutchins, thank you very, very much for your kind introduction. Ladies and gentlemen, our fellow citizens, proud family members and friends, distinguished guests, 129th Trooper Candidate's Class: It's a great honor for me to join you at this time of celebration. And Colonel Hutchins, I look forward to being at all of these graduation ceremonies, and I mean that sincerely. I can probably count on maybe one or two fingers how many graduations of our Baltimore City police officers I have missed.

On behalf of the people of our state, I really want to congratulate all of you on your tremendous accomplishment. Your families and friends may not know that only about 5 percent of the people that actually apply end up being able to sit in these seats for these occasions. You have endured and successfully completed 26 weeks of intense training and rigorous study. And while your training in one sense will never truly be over, I promise you that you will never have to eat another string bean again if you choose not to. [Laughter]

I also want to thank your families, your friends, and your spouses and your loved ones who are here. Without them, you would not be able to answer the calling that you had in your heart to become a Maryland State Trooper.

To the family, I want to thank you on behalf of our citizens because I know that some of you thought you were raising doctors or lawyers or businesspeople or accountants, but in God's divine plan, you were actually raising a Maryland State Trooper.

And I submit to you that there is no profession like law enforcement that is more critical to maintaining the quality of life and the freedoms that we enjoy. I was with General Tuxill just yesterday when we sent off approximately 138 of our Maryland National Guard to go to Iraq. These are challenging times and during challenging times it is our commitment to public service that you exemplify that all of us draw our experience from.

Regardless of where your careers may take you, my friends, these men and women that we honor today really do exemplify the best. They represent what the Free State is all about. The most important responsibility that we have in our country is the protection of public safety. Without that, nothing else is possible. Without that,

## Releases

nothing else is possible.

And in the months and years ahead, we have the privilege to be able to work together, and I promise you that Anthony Brown and I are going to do everything that we can in partnership with the elected leaders of our state and local governments to give you the support that you need. You are the most visible front line, if you will, in this state's struggle to improve public safety. But you cannot do it alone. You need us to be able to back you up.

And I wanted to go through, not exhaustively, but just touch on a few things that we have been able to do in the short period of time that I have had the honor to be able to serve as your governor.

We have invested a million dollars this year in order to knock out what had become a really huge back law in our DNA analysis, that modern day fingerprint that allows all police forces to be able to take violent criminals off our streets. We have added additional specialist physicians and new equipment to take advantage of this new technology to protect our people.

Secondly, we have secured 2.4 million dollars with the consent of the General Assembly to equip all Maryland State Police patrol cars with mobile data and cues. Critically important that whatever intelligence is gathered at the federal or state level, you have access to that when you are out there doing your very difficult and dangerous job.

Third, by investing in the tracking and monitoring of sexual offenders and ending parole for those offenders under Jessica's law, we are trying to do our part in making sure that our laws are current and support you and your mission.

Fourth, it is our hope that you will never have to use your firearm in the line of duty, but if you do, you deserve to have the best, most modern weapon available, and that is why we were successful in obtaining almost a million dollars in order to replace, with more modern weapons, all of your firearms.

Fifth, Maryland has been asked to play a greater role, as every state has, in our nation's homeland security. To make our state a leader, we are in the process of improving interoperability, also constituting a new security council, and hopefully doing an even better job consolidating our intelligence and doing a better job in disseminating it.

Finally, to improve public safety, we know that the Maryland State Police are not the only asset out there on the board. We have to do a better job of reforming and improving our Juvenile Justice and Juvenile Services. If you look at all the thefts that have happened in our state, so often, you look at a lot of the carnage that still happens in many neighborhoods, often times, it is fueled by young people. That represents our failure to all that we should be doing as a state. If we intervene earlier in their lives so that you're not left to be intervening in more radical ways.

We also are going to beef up our parole and probation. You should not have to arrest the same offender seven, eight, nine times before they are taken off the street. So, we are going to do our job on parole and probation.

We have been talking for fifty years about closing down the horrible house of

corrections, where 100 of you had to respond when Officer McGuinn was killed there fairly recently. And just five weeks into this new administration, we closed down that house of corrections and we did it thanks to your help and support without a single correctional officer being injured or a single inmate being injured.

We still have more work to do. This is an important mission and we intend to stick to it.

It has been, and will always be, one of the very great honors of my life that for a brief while I am able to support you in what is your life's vocation; to improve safety in our state.

The Maryland State Flag, the flag on your insignia, really represents the spirit of things eternal... it says we can, through our own actions, choose a better and safer tomorrow... and it says that in our Maryland, there is no such thing as a spare American. Everyone is important.

That same flag that was carried on the shores of Normandy, it stood for freedom the world over, and is the spirit that you exemplify today. I am very, very proud of each and every one of you today.

On behalf of the grateful citizens of our State, thank you for finding it in your heart to give yourselves in service to your neighbors.

God bless you.



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[Return to main discussion page](#)

« [Bill Signing Ceremony  
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# Honoring Fallen Heroes

May 4th, 2007

Comrades and friends, strangers and citizens, spouses and children, this is a special place. There is no more important responsibility that government has than protecting the public safety. And we have to everything in our power to build strong communities, to build strong neighborhoods. But we cannot do that unless if we don't have individuals like those that we remember and that we honor by being here today.

Anthony Byrd. William Beebe. Troy Chesley. Robert Krauss. David McGuinn. Allan Roberts. Edward Wilburn. Racheal Wilson.

They are really the defenders. They are the dedicated defenders of the common good. Their work reminds all of us of our shared humanity, of the idea that what unites us as human beings is far more powerful than anything that can divide us. When they answered the call, they did not ask is the person in need white or black. Is the person Jewish, Christian or Muslim. Is the person who needs me rich or is the person poor. They simply asked "who needs me?" And they answered that call.

So think of them not only when you hear about a major case, not only when you see on television a very dramatic or sensational rescue. Think about them when you don't see them. Think about them when your kids play in the park in peace. Think about them when your grandmother or grandfather is able to walk the streets at night on a stroll at sunset in perfect safety. Think of them when your street's quiet and when you're falling asleep at night.

To the many families who are here today, who received the call in the night they prayed would never come, I thank you for the tremendous sacrifice you have made for the people of our state. And I also thank you for having the courage to come here today when it is still so fresh and when it still hurts so much. All of us love you very much, and we can never ever make that hurt go away, but I hope if only for a brief instant today, on this glorious day, that your burden might be lightened just a touch by the love the people here have for you.

God Bless.



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[Releases](#)

[Return to main discussion page](#)

« [Maryland State Trooper Graduation Ceremony](#)  
[Anne Arundel Community College 45th Commencement](#) »

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# Anne Arundel Community College 45th Commencement

May 27th, 2007

Sue, thank you very, very much. To President Smith, to Dr. Meyer, Reverend Wharton, Delegate Love, Councilman Jones, Carter Heim, Arthur Ebersberger, trustees, faculty, staff, fellow Marylanders, and of course graduates of Anne Arundel Community College...thank you very much for the honor of being with you on this happy day.

It's really a great privilege for me to be able to share in this celebration with all of you. You know this is one of those happy moments in life — life has its share of sad ones — but this is a great night for all of you.

I especially want to say a word to the parents of those of you who are receiving diplomas here today. I am hopefully only a few years away from seeing my oldest walk across with cap and gown. And I can imagine there's no bigger thrill in life than this moment for all of you, who have stood by your children, seeing them grow into the great adults they are.

Except for those of you who are long suffering-spouses waiting for your spouses to graduate today...which would also be a joy. I can remember — when my wife finished up her last year of law school, we had a little baby at home and another baby on the way. And thank goodness, we got through it and so have you, so it's great to be with you.

I want to single out, at the risk of embarrassing her, your valedictorian — Olga Rehn. Less than a decade ago, she immigrated here to the United States. To this state, the original land of the free, home of the brave. At that time she spoke no English, and yet this courageous single mom graduates today at the very top of her class and will go on to study accounting at the University of Baltimore. *That's* a community college.

Today we celebrate learning. We celebrate achievement in a laboratory, a studio, the commercial kitchen, the simulated ambulance. And on the lacrosse field as well — by the way congratulations to Coach Griffiths and all women's laxers, and I look forward to celebrating a three-peak with you next spring.

Today we also, simultaneously with a little bit of nostalgia and with an anticipatory spirit, celebrate passage and transition. Today we rejoice in the fellowship, we

## Releases

rejoice in the friendships — many of which will last a lifetime. And today we also pray. We pray in thanksgiving for the gifts that we have as citizens of this great country. We pray in anticipation of the joyous, bountiful opportunities that lie ahead. And mostly we pray that the governor will be brief so we can go out to dinner and the parties, right? Admit it, admit it.

I think it was cartoonist Garry Trudeau who pointed out that commencement speeches seem to be guided by the belief that students “should never be properly released into the world until they have been properly sedated.” Well I ask you to bear with me...if I cannot be transcendently inspirational, I at least hope not to sedate you.

It's my great honor to be able to have accepted your invitation here, and this is the very first commencement that I've had the opportunity to do as Governor. And I wanted to come to a community college, and I'm so grateful to Anne Arundel Community College for giving me the opportunity to be here. And no, its not because Navy and Johns Hopkins didn't invite me...they didn't.

But in all seriousness, it's because community colleges really are where America goes to college. And Anne Arundel Community College in particular represents not only higher education, but deeper and more relevant education, meeting people where they truly live...giving them relevant skills...in an increasingly faster-paced, market-driven world.

They are a uniquely American innovation, and they're animated by the timeless values of inclusion and diversity and that American commitment that we all share — and sometimes take for granted — to the notion that every single person in our country is important. And every person deserves to have the doors of opportunity open to them, for them to walk through with their talent and hard work.

It was community colleges that were the first ones actually to open the doors of college to women, at a time when many elite institutions were male bastions. Still today, nearly 3 out of 5 community college students are women. And of course here at Anne Arundel and around the country, our community colleges also are really powerful economic engines — giving back to their communities, Madam President, far more than the public invests in them. ...And we appreciate your tremendous leadership of this institution and the leadership of your colleagues at community colleges around our state.

You know I think there's a lot of misunderstanding about just how important community colleges are. Very few of us can get through our day without having to depend on a graduate of a community college. From cradle to grave: that technician who administers the sonogram that projects images of the unborn child — often a community college graduate. The OB-GYN nurse that helps deliver that baby 6 months later? Very likely a community college graduate. On the other end of life's cycle...the hospice worker providing compassionate end-of-life care.

And in between those bookends, men and women educated at our community colleges are influences on our entire lives, teaching our children — are there any would-be teachers out there? The dental assistant, the CPA who prepares our taxes, the architect who designs our homes and offices, the pharmacy technician who fills our prescription — we trust them; we depend on them; and maybe we

sometimes take them for granted. But those skills, the skills that all of you have learned, are the skills that make our economy grow.

Not to mention our first responders, our police officers, our EMTs, our firefighters — those folks on the front lines of our homeland security battle. Four out of five first responders, I understand, are educated and trained at community colleges.

To flip through your catalogue is to take a humbling journey through all the things I haven't the foggiest notion as to how to do. Listen to this: HTML programming, cyber forensics, semiconductors and linear circuits, digital logic design (we could use a little more of that in Annapolis). My point being that Anne Arundel Community College is anything but an ivory tower — a term that I suppose is a little unfair, but it does denote a distance from and lack of connection to the real world, the challenges you face when learning is a lifetime endeavor and [there are] fast-changing moves in the marketplace.

Community colleges are very much like a community garden of opportunity. And as a community garden of opportunity, it really calls upon all of us to tend it. Because if it's properly nourished, it will grow, and it will be able to sustain the entire community. But it does not happen on its own. The members of the community have to understand its value, Madam President. Have to be willing to invest in its value. Have to be willing to give of themselves for one another for our families and for the common good.

You know, for more than one hundred years, community colleges have done exactly that — training people to come back after serving our country, doing so much to make our country a better place, building up human capital...which really *is* our country. And we're doing it again. BRAC is going to be importing all sorts of jobs and opportunities and, yes, really vital, critical security assets to our state. And who are we going to rely on to create the human capital that fills those jobs and answers that call? It's community colleges, and Anne Arundel Community College in particular.

And that's why, even in a budget noteworthy for its slow rate of spending growth, state investment in community colleges — with bipartisan support, including the delegates and senator in this room — increased by 18 percent... We chose to invest in community colleges because the talent of our people and the working families of our state is really the future of our state. And I am very pleased to see that your Board of Trustees — and this will no doubt bring on a huge applause... — voted, because of our collected investment in community colleges, not to increase tuitions.

Now we operate, of course — budgets and tuitions — on a year-to-year basis. That's why continued investment is so very, very important. So that more and more working people can be able to continue their education or send their children to college. You know, in the long term, we have to strive to make the development of human capital the centerpiece of our shared agenda. In other words, to develop a workforce-centered economic development strategy, one that recognizes *people* — that the cultivation of their talents is the most precious and irreplaceable resource. And if we develop that, the jobs and opportunities will follow.

But at the same time, you know an education isn't just about a marketable skill. As

Dr. Martin Luther King said: "Intelligence plus character: that is the goal of true education." And that is why, Madam President, it is so heartening to see that Anne Arundel Community College has put a premium on service-learning and civic engagement, through the Sarbanes Center.

In a world and a nation that is wracked with so much suffering and so much injustice, those of us who have had the privilege of a quality education have to be about more than material fulfillment of self. At the very least, we have to be aware – if not outraged and hopefully driven to action — by genocide in Darfur, by fellow human beings stripped of their dignity in dismal places half the world away. Or right here in our own communities, where desperation and deprivation strip our neighbors of their dignity.

Jobs are what we do; they are not who we are. Who we are is defined by more eternal things. By our willingness to embrace the idea that empathy is not just a duty; it is a privilege; it is the core of humanity. By our determination to see God in the faces of others, especially those whose station we do not envy and whose customs we consider alien. Understanding, in the words of Robert Kennedy, that "those who live with us are our brothers...they share with us the same short moment of life; that they seek as we do nothing less than the chance to live out their lives in purpose and happiness."

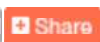
The country and the world is waiting, and it's waiting for you to carry those values forward, in some cases to restore those values. Go do it. Congratulations and God bless you.



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# BioAgenda Summit Greeting

June 21st, 2007

Welcome to the American Film Institute in Silver Spring, Maryland. I want to thank everyone from BioAgenda – Dr. Jennie Hunter-Cevera, Dave Duncan, Michael Whitehouse – and so many of you who have made today possible. I understand that this is the first time we have ever hosted this summit on the east coast, and I want to thank you for choosing our state.

We're grateful for this opportunity to exchange new ideas, to discuss new technologies, to challenge what we know and ask questions about what we don't know. The story of human progress is written and told by people like you – people who are willing to engage in the unknown, to risk action, to explore the depths of human knowledge. And I want to thank each of you for your important work to advance the possibilities of this new generation.

There's no better place to continue that global journey than here in our great state – to renew President Roosevelt's call for an America of "bold, persistent experimentation."

Today, here in Maryland, we are leading the way by building on our strengths. We have world-class institutions like Johns Hopkins University and UMBI. We have one of the most skilled workforces in the entire nation. We also have over 400 bioscience companies that are bridging the public/private divide everyday. And, we have federal facilities like NIH, the FDA and NASA, just to name a few – all within our state.

Taken together, they form a strategic east coast incubator for the development of scientific healing and discovery. And, in this new time of possibility, we have a shared responsibility to advance a dynamic vision that fuses innovation, research and economic development to sustain lasting growth.

Having answered what we want to achieve, we now have to ask how.

Fortunately, we don't have to look any further than all of you in this room. For many years, you have shown the way with your collaboration, with your diversity, with your rigorous work. By bringing together the engineer, the scientist and the CEO, you have been strengthening our competitive advantage.

Now, as the science and technology changes, we have to change along with it. What does that mean? It means that, in partnership, we have to identify challenges,

[Releases](#)

improve efficiencies, and increase market deliverables – not only as one organization, or one state; but as a nation. Instead of reacting to change, we can chart the course.

Together, with the help of many of you, we have already begun. This year, here in Maryland, we established our Life Sciences Advisory Board to develop our long-term vision and strategy. We secured and defended our biotech tax credit to unleash entrepreneurship and attract investment. And, we made an historic investment in stem cell research – not only to attract the best and brightest, but to heal more of our neighbors.

We still have more work to do. But we know that our ability to sustain progress depends on our ability to grow our bioscience industries. Very simply, that's where we find the strength to rise to the global challenges that we all share. We have the opportunity, if we choose, to feed the hungry, to cure the sick, to develop, in the words of Jeffrey Sachs, the “weapons of mass salvation.” Together, we can make the daily difference between life and death.

By investing in the skills and creativity of all of you, we can chose to go beyond our limits, beyond what's possible, to once again answer the bold call of our nation, and lead the way.

Thanks so much for coming to Maryland.



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[Maryland Municipal League Keynote Address](#) »

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# Maryland Municipal League Keynote Address

June 27th, 2007

You know there was a Governor one time in another state, and if you've heard this story don't share the punch line. There was a Governor in another state, certainly not this one currently. The Governor in another state and his staff became very concerned that the governor wasn't as engaged as he should be with the people that he's serving – with the needs and the challenges and the opportunities in the neighborhoods, communities and the cities and towns. So they sent the Mayor, excuse me the Governor, out on the road to do a series of town hall meetings. All of you are familiar with this format of course.

Going to the high school gymnasium, they'd set it up and there would be microphones on either side and people would come up. The Governor spelled out to his citizens and his bosses that the ground rules are that every person gets to speak. You can ask as many questions as you like or make as many comments as you like, but you have to do it within a 2 minute time frame in respect to all of the other people who are lined up at the microphones. So they immediately start in after his remarks, people line up, and this woman looks like she had been there right when the doors opened.

You know you've seen these citizens. She jumped right up to that microphone. She had her paper in front of her very stern face and she says: "Governor, Governor." He says: "Yes ma'am, I know you're in line, you've been here all day. Go ahead."

And she says: "I have 3 concerns." He says; "Ma'am, you must realize you must keep them to 2 minutes." She says: "I know, I'll keep them to 2 minutes."

She said, "First concern is this, the sidewalk in front of my house is broken. I call and call and call, but nobody ever comes to fix it. It's been that way for 2 years. My second concern is that down at the playground at the end of the street, there's so many ne'er-do-wells that take it over after dark that the kids can't even play there because of the beer cans or the needles or God knows what's left there." She said: "I called and nobody comes, nobody does anything about it. Swing sets are broken. It's in a horrible state of disrepair." She says: "My third concern is this, there's a tree. It's not my tree. It's a city tree. It's been dead for years and nobody's ever come to do anything about it." She says "those are my concerns."

The Governor says to her: "Well ma'am, I believe that your concerns would be



[Releases](#)

better addressed to your mayor.” To which the woman says: “I figured as much, but I didn’t want to go that high up at first.”

I love that story, and you know I think it kind of highlights and reminds me of the importance of what all of us are trying to do together. You know that great Marylander, Frederick Douglass once said, “We are all one, our cause is one and we must help each other if we are to succeed.” And that’s the kind of government – at the state level anyway – that we are working very, very hard to create in partnership with you. A government that realizes public safety in any town or any city in Maryland is something that’s important to our entire community. That being environmentally responsible is important to every citizen and every community in our state. That when we create the sorts of skills for the jobs of today and tomorrow that we are making our whole state strong. In any town and any city, around any community college, wherever we do that, we are making our whole state strong. Clearly “we are one, our cause is one and we must help each other if we are to succeed.”

Today, I wanted to share a couple of thoughts with you under two broad categories. One is the immediate challenge that we face in terms of our budget – at least in state government – which of course directly effects what you are able to do in protecting the quality of life of the people in our state. After talking a little bit about that immediate challenge, I want to talk to you about some immediate opportunities under three broader visions that I hope might give you some sense of our vision. One that we can explain to the people that we serve why we’re doing what we’re doing and where we hope it will take all of us in the short time that we have the privilege to be able to serve the people of our state.

You know after I leave you today, I’m going back to Annapolis where a budget committee – joint committee – is meeting to look at the immediate challenge that all of us face, and that is the challenge of our deficit in our state budget. We are facing approximately a \$1.5 billion hole in what is approximately a \$15 billion operating budget.

Well how’d we get there? I need your help to explain to the people we work for how we got here and as we continue the dialogue and craft solutions. I need your help also in explaining and selling to people why it’s important to make these choices to make a better future for our state. The way we got here is this: we choose together to make a wise, sound, important investment in the future of our kids in public education. We invested, because of the Thorton funding, \$1.3 billion additional in the education of our children. If you read some of the articles recently when the test scores came out, you see that our kids are doing a lot better across the state because of those investments.

A \$1.3 billion investment in education however was accompanied at almost the same time by a \$1 billion income tax cut that no one at the time was particularly clamoring for. It happened on the eve of an election and, as one person once said about democracy, it’s an awful form of government, but it’s better than all the others. And that’s how we got here, a \$1.3 billion investment and a \$1 billion cut. You do the math. That comes to about a \$2.3 billion of additional spending over the last few years, which is why we saw every imaginable fee increase – a way of raising taxes where it falls disproportionately on the backs of working people and people on fixed incomes. We have economic growth which is a good thing, so instead of a \$2.3

billion hole, it's about a \$1.5 billion hole.

Well how do we get out of this? Later on today, I'll be meeting with legislative leaders after they've had hearings on the cuts-only solution to our problem. It's an important and responsible exercise. It's an important, responsible consideration: can we eliminate this deficit only by cuts? I suppose in a theoretical way the answer to that – in a strictly methodical way – is yes we can. And what will that involve?

It will involve cuts to things that have already been underfunded in the past, like our past investment in school construction. It will involve going back to that horrible habit of backing money out of a Transportation Trust Fund to put it in the general fund. It will involve taking dollars away from Open Space, the Rural Legacy and the other things and dumping it into the general fund. It will involve a lot of really bad choices that I think would not make us stronger as a state. It would make us weaker as a state, but we have to go through that exercise. As we do, there are no more important people in our state who can make the case about what this means in our lives than all of you. And I need your help as we go through this painful first step in this process.

Sometimes people say to me, do you think the solution to all of this might involve raising some taxes? And I kind of take a deep breath and try to explain, you know we're already paying a lot of more in taxes everyday. We're being taxed by circumstance. The circumstance of overcrowded schools, the circumstance of traffic and gridlock, and the choice that we really need to make as Marylanders is do we really want to allow our quality of life to be degraded. Do we want to allow ourselves to be taxed by circumstances? Or do we want to take control of our own future? Do we want to invest in the solutions that will make our state a better and stronger state for the next generation?

I believe, and I think you believe as well, that the people of our state when given the opportunity to make a choice between decline and progress will always choose to make progress. Provided we do it in a way that's fair, that reflects the fact that we are One Maryland and that our cause is one. That we're all in this together and that we must help each other if we are to succeed. That's our immediate challenge.

But even as we go through this process, it's also important that we realize that we have immediate opportunities. We have immediate opportunities to make solid progress and to advance that Maryland that all of us will be proud of, and be able to continue to be proud of. I've been working on some overarching themes with the new members of the cabinet, many of whom are here and have been here over the last couple of days – and I want to thank all of you who have gone out of your way to introduce yourself to the members of this administration. These are the themes that I wanted to touch on briefly here.

Workforce creation, environmental responsibility, and security integration. Well what do those things mean? Many of you are under challenges in your communities and towns and your cities because of the growth coming from BRAC, including new jobs, which is great. You know there, are some Governors in other states that wake up everyday and look at the newspaper. And instead of looking at the challenges that come from new jobs coming to their state, they're look at the challenges of thousands and thousands of jobs leaving their state and going south of the border or off shore or to other places. This is a big challenge. Workforce creation is our way

of working together to create the skills and the talents of our own people to fill those opportunities. What does that mean?

Workforce creation means combining the efforts of the Department of Human Resources with the Department of Economic and Business Development with your workforce investment boards, with your community colleges, and yes with your high schools, so that we give our kids marketable, tangible skills to graduate from high schools. Meaning they can go onto college or they can go into the workforce or they can do both the same time, which increasingly more and more of our people are doing. The reason those jobs are coming here for BRAC is because we already have the institutions – and you know they're not going to offshore NSA or NIH or Johns Hopkins or any of the other institutions that make this security and science corridor. We have to do the best with the skills of our people and workforce creation is that umbrella that we want to advance towards, that vision, that next hill and it is an immediate opportunity.

The second overarching theme I want to throw out to you today has to do with environmental responsibility – the notion that one person can make a difference, and that each of us must try. Sustainable growth means harnessing the growth that is coming to Maryland in order to rebuild our cities, rebuild our towns, bring you the tax base you need so you don't have to go annexing corn fields and farm lands in order keep your nose above the fiscal waters. It means bringing opportunities to those places in our state where the threads of community, those ties which bind the people together, already exist – where we have a tremendous amount of tapped potential. It also means – in this deregulated energy world of ours with all of the dire predictions of climate change and the health of our air and our water and sea level changes – that we empower consumers to take control of their own destiny.

You know no one of us is going to create that renewable clean energy source, but each of us has that ability to change our lives in such a way that we can become more conservation conscious, that we can bring down our own electric bills and our own businesses in our own homes, that we can actually be people who understand that when we turn off the light, when we conserve, when we save, we take control of our own future – environmental responsibility.

The third large overarching theme – and I want to make a couple of announcements in the context of this – is security integration. Security integration. Well what do I mean when I talk about security integration? I know that many of you here are certainly, if your not law enforcement, by being Mayors and Councilmembers, you're concerned about law enforcement. One of the common threads that runs through so many of the initiatives that we are pulling together, and pushing forward at the present time is belief in the importance of timely, accurate data and information as the indispensable tool in keeping our community safe, especially at a time when resources are scarce.

Earlier this year, for the first time ever, our Governor's Office of Crime Control and Prevention, pulled together all of the local police departments – their information managers – for a listening session. We heard about how difficult it is, for example, for local law enforcement to access the most basic state databases by that tiny kernel of the most violence and repeat offenders in our state. We are going to continue these meetings with IT professionals on a quarterly basis to ensure that we actually are following up, to create the connections – the security integrations

necessary – that allow us to protect lives and property throughout our state because without proper information local law enforcement is fighting crime in the blind.

Under the leadership of Kristen Mahoney, we're going to build the Governor's of Crime Control and Prevention into a crime fighting resource center for the first time ever. Already, Maryland CCR stats are available online to counties and really that's just the beginning. A few other things that we're going to be doing – I'd like to announce today a series of law enforcement initiatives.

I have asked our Office of Crime Control and Prevention to offer customized, technical assistance to help local law enforcement locate data driven strategies like the ComStat process, which frankly we borrowed and expropriated from New York with great effect in the City of Baltimore. It really revolutionized New York and gave it a brighter tomorrow. This technical assistance will include mapping, record assistance, management and our office will ensure that it will have the resources available for you, for any law enforcement agency in our state that wants to move in this direction.

Secondly, GOCCP has made \$750,000 available to improve the sharing of gang related information, intelligence and data between law enforcement and our local county detention centers. We have to get ahead of this gang issue. There's not a single part of our state that this will not eventually touch if we don't get in front of it.

And thirdly we are going to build upon the things that have worked in the past like our CSAFE program. In two of those places we are going to be adding two more components to CSAFE. With \$3.3 million, we are going to be adding community prosecutors and crime analysis to two of those locations. We'd like to do it in all of them. Already we've made improvements at [the Department of] Parole and Probation that allows our parole and probation officers to actually access data from remote locations. Just because the honor system might work at the Naval Academy [doesn't mean] it works with many of the people that are on parole and probation. You can't just ask them, "Hey, have you been arrested in the last month." You have to have the timely, accurate information. And that security integration will hopefully – as we move forward together – be something that knits all of us together.

You know, whenever a prosecution happens in our state – and I shared this with the Municipal chiefs the other day – it is not the name of the victim that appears on the charging document versus the perpetrator. It is the name of the state of Maryland versus John Doe or whoever it might be. We have to become much more integrated, we are one state, and when it comes to protecting lives and property we need to start acting as one state. A threat against one of us is a threat against all of us and that is what we're going to do as we forward this notion of security integration. Not only integrating across the levels of government – the different assets on that public safety battle map, if you will, that are ours – but also integrating it with the challenge of homeland security throughout our state. And I'm going to need your help with this.

We do not have statewide interoperability and in a state that is as geographically small as ours, that's really inexcusable. So I need your help, we are going to be doing a lot more drills, especially a lot more communication drills that's going to be important, not only if there's an awful terrorist event, but if, God forbid, there's a category three hurricane that goes roaring up the Bay or takes out the Delmarva Peninsula. But I need your help in order to do that. We're going to be calling upon

you and asking for your help and your active participation in these drills. I know that all of you take it seriously and will help us to accomplish it.

Workforce creation, environment responsibility, security integration. These are the big themes we can work on together immediately and tomorrow and in the years ahead. If we work together, we're going to make our state a much stronger place.

I want to leave you with this final story. I just came from touring Trimpers Rides down at the end of the Boardwalk. How many of you with little kids have ever been to Trimpers Rides? My parents took me when I was a kid. And I certainly took my kids to Trimpers Rides. Of course, that family that owns Trimpers Rides is experiencing some challenges – paying their property tax assessment when the numbers might tell them they should close it down and put up high rise condos. We're going to work with them through that and hopefully we will be able to preserve it. But as we walked through there, it was a unique experience because, get this, they weren't open yet and it was totally silent. I'll bet very few of you have been to Trimpers Rides when it was totally silent.

The lights weren't on. There was no music from the carousel. The kids weren't screaming. There were no fathers with migraines. It was totally silent. And we just stood there in front of that carousel with three generations of this family that have worked at that Maryland institution.

As I looked at that old carousel still housed in its original building dating from I think 1903, I thought about the thousands and thousands of Marylanders – the generations of families – that have come there with the most important thing in their lives, in their hands, and put their little boy or their little girl on those old wooden carved horses, or lions or giraffes. And there was a spirit present in that place, in that circle that all of us have the privilege and honor to be a part of by being able to call Maryland home.

It really drove home to me the importance of the choices we make – beyond Trimpers, beyond the rides, beyond the vacations and the great memories we have. How many parents have looked at their child and thought about the sort of future that they're making for them. The sort of future they'll have. The sort of hard work necessary to get it done. The important choices, and yes the important sacrifices that working parents make every single day that we have the privilege – what Robert Kennedy called the greatest of freedom's privileges – the privilege to be responsible for making a new tomorrow, for making a better day for our kids.

I need your help, if we're going to be successful in our own time, in keeping faith with the past, in honoring the memory of what our parents have given to us, then we need to be willing to step up now in an important time, remembering that "we are one, that our cause is one and that we must help each other if we are to succeed." Together, we need to move forward towards that Maryland that all of us carry in our hearts. God bless you all for the important work you do.

Thank you.



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« [BioAgenda Summit Greeting](#)  
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# Building Maryland's Transportation Infrastructure

June 28th, 2007

## Washington Board of Trade

Let me thank all of you. You have really led the way in so many very, very positive ways. It is hard to protect our quality of life unless you do so in a truly metropolitan way.

You know, as you fly over the country on a night flight and you look down, you see the lights emanating from our cities. You don't see the state borders or colors of the landscape change from one state to another, but you do see the metropolitans. And the particular challenge that we've always had – those of us who are familiar with the Washington area – is seeing beyond those borders, making sure we're working together.

In 2 different states we have 3 different jurisdictions. We have a city that's almost as much a state as it is a city, and it's often very, very hard to have that common vision to create that alignment so that we can move forward together and make progress. That's what your organization has always tried to do, I think anyway. Whether it's the importance of our intellectual infrastructure – that is strengthening higher education throughout the whole region, building a stronger workforce... to meet the demand of a very diverse economy, or improving physical infrastructure, like transportation.

From your very beginnings in "City Beautiful," you've understood the importance to preserve physical infrastructure – the beauty – of this region and I want to thank you for continuing that legacy.

And I understand that with your conference coming up October 30, we're going to be focusing in on sustainability, which is something that our administration is doing well. That notion that crosses a multitude of departments – that we need to measure the costs of what we do over the lifetime of those investments, rather than just the upfront bricks and mortar. By reducing energy consumption in this very scary de-regulated world, we can start empowering our people to take control of their own future and their own destiny.

I think we really have a tremendous opportunity. We have the former Mayor and now Governor Kaine, former Mayor now Governor yours truly, and also have the Mayor

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Adrian Fenty of the District of Columbia. Right now, I think that we have the executive alignment, if you will, to really drive this Chesapeake Crescent World Economy. Not only with sustainability but also on transportation... not only to invest in the skills of our people but to promote our preeminence as we compete on a world stage in this new faster moving global economy. And I'm looking forward to working with you.

So I wanted to touch on a couple of things that I know are near and dear to you in the time I have left. And then we'll open it up to questions...

I've touched a little bit about the importance of intellectual infrastructure. With us today is a new member of the Board of Regents Jim Shea, who's one of the best friends I have – a great leader in the City of Baltimore – and now is going to lead on the Board of Regents...

And I wanted to focus today on that physical infrastructure – transportation investment, highways, roads, bridges, mass transit, subway system, hopefully greater investments in the future in rail. All of those things that connect the tremendous intellectual power and creative energy of our state and of our region.

We face tremendous challenges and these challenges have not been made any easier by the fact that – if you read the Post today, one of my favorite periodicals – we have a \$1.5 billion structural deficit in our state budget whose operating budget is approximately \$15 billion...

How did we get there? In the broad sense, the short story is that we invested in an additional \$1.3 billion in public education. Now, we can see these results coming back with test scores rising. The gaps between our poorest kids and our wealthiest kids are closing. And everybody's return on that investment is really their improvement. Unfortunately, at the same time that we locked in that formula, which meant in our budget this year that we invested an additional \$580 million in all of the area school boards so that they could retain quality teachers, retain quality leadership.

At the same time that we locked that formula in four years ago, we also enacted – on the eve of an election – an income tax cut of a billion dollars that nobody was particularly clamoring for. The difference between a \$1.3 billion investment and a \$1 billion tax cut leaves you with \$2.3. The combination of economic growth and also taxation by fees, which is a policy product of the last four years, narrowed it to the \$1.5 hole we currently have.

We had a good session this year, and while we have not yet come to terms, we have reestablished that tone of civility, mutual respect and honesty... And hopefully, in the course of the months and weeks ahead, we'll be able to create a much more high-minded dialogue about the choices that we face as a people. We are trying to break up that gridlock that had taken over in Annapolis and we're trying to square our shoulders to the challenges ahead. Together we are advancing a statewide vision and we intend to continue to advance a statewide vision for transportation that is based on balance.

It is not solely focused on roads. It is not solely focused on rail. It is not solely focused on transit. It is not solely focused on growth and sustainability. But the



balance that incorporates all of those things with an economic development strategy as well.

To help us, we have been able to recruit some really top notch people in this administration. A couple of them are here today. John Porcari, our Secretary of Transportation, who wore his purple tie for the Purple Line today. John, thank you for coming back here and serving...

Also, David Edgerly is here, our Secretary of Economic Development. David who served as the Secretary of Economic Development for Allegany County and also Montgomery County and, in terms of the economic spectrum, that covers about everything in our state... We're delighted that both of these gentlemen would come back to state government. When I get frustrated that we aren't able to find that common ground, among all the various representatives of the state, I do take some solace in the fact that we have a really good cabinet...

We have committed, as you know, and we are going to pursue with all deliberate speed the Intercounty Connector. We all know what's at stake. We have been studying it for 50 years, and right now we have an over burdened local road system that simply cannot absorb the rate of growth. We are not going to roll back that rate of growth and every year of delay is costing us another \$100 million in missed opportunities and in efficiencies.

The ICC is going to be a very important part of the balance of transportation in this region. We are going to be managing demand – what does that mean? It means we're going to be reducing the tolls during those off peak hours. We will be improving bus services. We're going to be doing everything we can to recruit and retain businesses in this region. And we are going to unlock some of that gridlock that has become such a huge impediment. I'm sure you experience it when trying to recruit employees to the regions. It's become one of the biggest detractors that we have. It could mean over \$7 billion worth of savings over the next 20 years and over 14,000 new jobs with tremendous potential in Montgomery and Prince George's Counties...

I know there are those who want to delay the ICC – some preferably for another 50 years of study. There are others who want to stop it all together. But fifty years is long enough, and it has to give way to action. If we're going to be ready for tomorrow, the ICC has to be part of the solution. That's why we started, this year, with the first \$480 million contract to begin construction. We're investing \$370 million to minimize any environmental impact. And last month, Secretary Porcari and his team went to New York City to brief the rating agencies on the project, earning a Triple-A rating from Standard and Poor's.

On the legal front, our federal partners are facing a couple of lawsuits filed against them over how the ICC study was conducted. And we have asked Attorney General Gansler to file a motion to intervene so that we can hopefully push forward to a resolution that allows the ICC to continue. I also wanted to mention that a key member of our legal team is someone many of you are very familiar with: Gus Baumann of Beveridge & Diamond, who is a former Chairman of the Maryland-National Capital Park and Planning Commission. Gus has been invaluable on both the legal and environmental fronts – and I know that together, Maryland can keep moving the ICC forward.

Let me talk a little bit about the Metro. As we advance a balanced vision for transportation, we also have the support our fundamentally important Metro system. While other jurisdictions have had to figure out how they would deal with the dedicated funding issue, Maryland already has the mechanism in place – in the Transportation Trust Fund – and the commitment to make it happen, without reinventing the wheel. That is a responsibility that we have always met, and we will continue to meet.

In the budget we submitted this year, the rate of growth – even with those investments in public education – was 2.1%, compared with 12 % in the last fiscal year. As part of that budget, we did not divert money from Open Space nor did we take Transportation Trust Fund dollars and put them in the general fund. As one state though we can only do so much. Hopefully one day soon... maybe with a shift in Washington, we will get our national government to return to the much more traditional role it has played in making investments in our security, in our infrastructure, in our transportation system. We do not want to be the first generation of Americans that leaves our country to our children in a weaker condition than we inherited it from our parents.

I'm a very strong supporter of the Davis Bill, which would in part expand the Metro board to include federal representation. If we work together, the \$1.5 billion in federal funds each year, along with the local match, would pay for: 275 new buses, tunnel repairs, station improvements; and 340 new rail cars – making full use of system capacity. When it was built in... the 70's and 80's, our Metro system was one of the best in the world, and we have a responsibility to make sure we continue to make it one of the best in the world. That won't happen by itself. We have to make the investments necessary to make it so and to ensure the Metro remains the transit workforce of the Washington region.

We have a whole lot of work ahead of us, in promoting a statewide vision for transportation. If it is to truly be statewide, then it's going to have to include not just one or two projects – it's going to have to include hundreds of projects, large and small. The growth that's coming to Maryland because of our tremendous institutions – like NIH, Aberdeen Proving Ground, and many, many others – require that we make timely investments. It's going to be difficult. We cannot pit ourselves one against another. We cannot fall into that tempting scarcity mindset that, "this far we're going and no farther." We have to dream of a new tomorrow and more importantly, we have to challenge one another to invest in that new tomorrow.

We need Transit Orient, we need demand management. We need the Purple Line... We have a \$40 billion – that's with a "b" – in unmet transportation needs. We need to advance a balanced, statewide vision that connects our local economies together. It's not going to be easy – nothing worth doing ever is.

In order to make steady progress, we need to realize between \$400 to \$600 million per year on top of what we're already investing. That's a big price tag. It's especially difficult in the current climate and with the other challenges we have, but that's the task we volunteered for. And that's why we have to close the deficit in a way that's fiscally responsible; that provides a long-term solution to our problem; and unlike some of the policies from the recent past, is fair to middle class and working families.

We can trim excess here and there. Yes we always have to look for room to cut, and we already have. On July 11, we are going to submit \$200 million in cuts from various state agencies and departments. But if we go around solving this deficit only with cuts, I think we miss a huge opportunity. More importantly, I think that if we solve this with a cuts-only solution, we are going to erode our very quality of life that all of you care so very much about. That is the reason why we are the powerhouse metro economy, and state and regional economy. Quite frankly, I did not put myself and my family through the meat grinder of public service in order to reside over decline...

I know that when people of Maryland are given the opportunity to choose progress or decline, we always choose progress provided that the sacrifices are shared, that we are fair about it and that we are one Maryland as we move forward.

So I need your help in this. I really, really do. There has been a wild swing of the pendulum that would make our government as weak as possible, as quickly as possible, as if somehow that would move us all forward and advance the common good. I think we're coming through those times... but I need your help. As people who have to meet your bottom line everyday – who understand that you will not long have a successful business if you're not retaining quality people, if you're not investing in your own infrastructure and innovation – you know we need to make business successful along with our quality of life.

And I need your help in backing up your delegates and senators because they're going to be under a heck of a lot of pressure. The simple communication of sticking with cuts only is very effective and very wrong. Like most simple answers, it is also wrong and will not keep faith in what people have done for us in the past. More importantly, it will not keep faith with the children of Maryland who are going inherit this place from us.

Thank you all for your time.



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[Return to main discussion page](#)

« [Maryland Municipal League Keynote Address](#)  
[National Historic Trail](#) »

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# National Historic Trail

July 14th, 2007

Jeff, thank you for your introduction and for your hard work – along with the work of our Annapolis Maritime Museum – to establish America's first all-water National Historic Trail.

Before I say anything else, I want to thank the crew of the John Smith shallop for giving a stowaway like me the opportunity to experience a piece of a great American story.

It's a story we're able to tell and pass on thanks to partnerships with our neighbors in Virginia, Pennsylvania and Delaware...and I want to thank you Congressman Sarbanes for all your hard work.

But it's also because of local friends who have an abiding respect for the history of our country and our region. So I want to thank the Four Rivers Heritage Area, the Sultana Projects, Friends of the John Smith Trail and PNC Bank for your leadership.

I also want to thank Pat Noonan from the Conservation Fund, Gilbert Grosvenor from National Geographic, and Will Baker from the Chesapeake Bay Foundation – and so many others – for your support.

Our nation was born in 1776, but the journey toward freedom actually began much earlier, exactly 400 years ago, when a small band of settlers courageously endured unspeakable trials and ordeals to carve out a place for themselves in the New World.

That journey would take Captain John Smith and his crew throughout the Chesapeake Bay in search of new opportunity for a struggling people. There he battled but eventually befriended and earned the trust of the Native peoples who were the very first Americans. Little did Smith know that his search for the fabled "Northwest passage" would shape the future boundaries, character and course of America.

Smith's maps would provide us with the first accurate depiction of the Chesapeake Bay – enabling the social and economic development that would empower future generations to reach for independence.

In many ways, John Smith personifies the very best in the American spirit – a yearning for discovery; belief in a more promising future for the next generation; respect for Chesapeake Bay as a source of both commerce and culture; a better

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understanding of those with whom we share this land.

Today, the Captain John Smith Chesapeake National Historic Trail is an educational resource that inspires us to follow his journey, to unlock the strength of our diversity, to rediscover the roots of democracy.

It will also help us raise the profile of the Chesapeake Bay watershed – the bounty and beauty of these waters, which have always been at the heart of our quality of life. For like John Smith, we too can restore hope in things to come. That is our responsibility – to leave this planet in a better condition than we, ourselves, found it. Not only for our children, but our children's children. This is the responsibility that ties the generations together. Our grandparents and parents did it for us, and we must do it for our children. But we must also look beyond that generation to the future generations from whom we borrow this land and water.

So, these new trails are important tools not only for education and tourism, but for restoration and conservation. In fact, the State of Maryland will soon enter into an agreement with the National Park Service to determine how we can increase trail access throughout our state as part of that journey, as part of that mission.

And together, we will reestablish Maryland's prominence as a leader for land and water trail systems – fusing economic prosperity, cultural preservation and access to a healthy, sustainable Bay.

Captain Smith's journey is one that's represented by all of you – by the ambassadors, by the young men and women who were putting their backs into this ship. It was fun to do for a couple hours... a couple hours. But what you carry is really a uniquely American spirit – of journey, of discovery, of making a new tomorrow. And I really want to thank you for what you do for all of you.

You know, this Chesapeake Bay gives us an opportunity to lead. It gives us an opportunity as Americans to lead. When we turn around this body of water, we're going to show the rest of our country what's possible. There has never been a more heightened sense of awareness, of urgency, about our environment, about our natural resources, about conservation, than there is right now in our country. But it is Maryland's role in America to be that middle state, that central state, that state around which the other states rally in times of great national challenge and adversity.

And that's the state we're going to be again, and that's what we celebrate today.

I have a certificate to present. When's a governor without a certificate? And this first one is presented to Drew McMullen of Sultana Projects. Drew, could you please come this way?

The State of Maryland hereby bestows the title of Chesapeake Bay Ambassador to Drew McMullen of Chestertown, Maryland in recognition and appreciation of your commitment and service to all those with a loyal interest in the Maritime State and its beautiful Bay, which harbors the ships of the world.

In testimony whereof, we have caused these our letters to be made patent and the great seal of the State of Maryland to be hereon affixed. Doesn't that sound gubernatorial and historic? At the City of Annapolis, this 14th day of July, two thousand and seven. Congratulations sir...

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[Return to main discussion page](#)

« [Building Maryland's Transportation Infrastructure](#)  
[10th Annual Irish America Magazine Wall Street 50 Awards Dinner](#) »

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# 10th Annual Irish America Magazine Wall Street 50 Awards Dinner

July 19th, 2007

## New York

It's a great honor to be with all of you. It really and truly is. And Niall, thank you very much for your kind introduction. To Patricia Harty, to Declan Kelly, to distinguished guests, to the Consul General, it's good to be with you, sir. Ladies and gentlemen, thank you for the honor of your company and really also for the honor and inspiration of your example and your success here tonight.

Congratulations to Charles Carey, to Denis Purcell and the rest of the Wall Street 50 for your remarkable achievements. You know for those who dare to doubt the business acumen of the Irish-American community, it is worth repeating that — and let us do it one more time — that just a week ago, the largest merger in Stock Exchange history was successfully completed by a Carey, by a Duffy and a Donahue.

You know, led in large part by our men and women of Irish descent in American business — and Wall Street in particular — this has become a very powerful force, probably one of the most powerful forces for wealth creation that our world has ever known. I want to thank everyone associated with *Irish America* and Financial Dynamics for this unique opportunity to celebrate our shared heritage and really to promote that common, creative cause between that enterprising Irish spirit and that enterprising American spirit...

As I look out at this distinguished company, and especially at the Irish-born among you, I am reminded of the timeless declaration once made by George Bernard Shaw, who quipped: "...I showed my appreciation of my native land in the usual Irish way: by getting out of it as soon as I possibly could."

Now whether you are American-born or whether you are Irish-born, all of you have no doubt grown up as I have: with an innate awareness of your Irishness woven into your personal fabric — I know, I know, sometimes woven far too tightly into your personal fabric. But bear with me, because the story of the Irish and really the Irish diaspora is a story of uncommon sacrifice and grinding hardship. It is the story of resilience, of perseverance, but also of pride, of enterprise, of creativity, and of the indomitable freedom of the human spirit.

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To paraphrase the great poet, Shane MacGowan, it is the story of those with the unimaginable courage to spend weeks on ships, traveling to a hoped-for land of opportunity that some of them would never see. And tonight in this room, amid their spirits, we really stand on the shoulders of those who had not the opportunity to shine in the boardroom or the trading floor or the statehouse, but who made sure that, one day, we could.

“Long suffering in the bruise-colored dawn of a new world...” the poet said, look at your hands, look at your hands tonight. If they are smooth and clean, it is because theirs were rough and dirty and worn.

### **Ireland: The Celtic Tiger**

Consider, on this night of astonishing achievement and celebration, one of the more pleasant ironies of our times. Consider the triumphant fact that the very place that many of our forebears were forced to flee has become a hotbed of commercial activity and economic prosperity.

Today, Ireland is second only to Luxembourg in per capita GDP growth among EU nations. As recently as 20 years ago, stifled by a 20% jobless rate, and Ireland today is now an economic pacesetter, creating enough jobs to accommodate 200,000 Polish workers and thousands of new arrivals from Latvia, Lithuania and Nigeria.

And why wouldn't the land of poets, of saints, and of scholars embrace globalization and throw open its doors to multinational companies — with predictable corporate tax rates, labor flexibility, aggressive investment in education, talent, and technology, and unprecedented openness to new capital and new ideas?

The contemporary economist Richard Florida has described Ireland as that country, unlike any other in the world, with a higher percentage of workers in what he calls the creative class – that is to say scientists, engineers, architects, designers and other knowledge workers.

And – take note, American policymakers — universal health care coverage has also contributed to that environment that fosters individual creativity, that expands business growth, expands opportunity and job generation.

U.S-Ireland two-way trade has skyrocketed, reaching \$37 billion in value last year. That's phenomenal. The Atlantic that James Joyce described as “a bowl of bitter tears?” That same land has now become an ocean of opportunity, reaching America, reaching Ireland, reaching out to our neighbors around the world.

### **Leading the Creative Economy**

I submit to you that our challenge now is to build on the strengths and creativity of our people, so that our success becomes truly exponential. To pursue a business and economic strategy that is, first and foremost, about building a healthy, skilled and mobile workforce.

As states, and indeed as a nation, we need to be both informed by the modern Irish spirit and experience, and re-energized by both the Irish and American spirit of creativity, of humanity, of innovation. We must consciously elevate and reinvest in

building up not only our physical infrastructure...but we must build up the productivity of our creative assets.

We have to “begin to think of creativity as a ‘common good,’” as Florida said, “like liberty or security...something essential that belongs to everyone and must always be nourished, renewed and maintained – or else it will slip away.”

As Irish Americans, we have an important role to play in bringing greater rationality, compassion, common sense and global market awareness not only to the immigration debate...but to the debates of economic and homeland security; to the challenge of climate crisis; to south-to-north migration; and America’s future moral leadership of this increasingly smaller planet.

## Conclusion

For my friends the entrepreneurialism and world engagement currently being unleashed in Ireland was really always there; it always was. It’s only relatively recently in our history that that freedom and the opportunity to emerge and that spirit of creativity, openness and innovation and — yes, most importantly what we celebrate tonight — hard work, that ability to risk action on the faith that we can make a better tomorrow — that is the thing that has built our country into a world power in decades past and it is still very much alive today.

It is alive today in the acts of people like Niall Mellon who...is building thousands of new affordable, quality housing in Africa. It is alive today in the story of each and every one of you that we celebrate tonight in the Wall Street 50.

You know, tonight’s a proud moment of celebration and reflection. And tomorrow we return to the challenge at hand – the challenge of taking your success to an even higher level, lest it slip away from us altogether. This is not a time to rock back; this is a time to forge ahead. The past is settled, but the future is not. And it’s ours to make, and it’s ours to remake. God bless you all and thanks very, very much.



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« [National Historic Trail](#)  
[Democratic Leadership Council National Conversation](#) »

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# Democratic Leadership Council National Conversation

July 30th, 2007

## Nashville, Tennessee

Thank you very, very much. Thank you all. Thank you very much. My Maryland people, thou wilt not cower in the dust. Thank you very much. Jack Markell, thank you very much for your leadership and thank you for that very gracious introduction. And Jack, I just want to make clear for the record, knowing that the Republican Party follows these proceedings very carefully, that that period of time 25 years ago, I actually was legal. In fact, I was 21 for five years while I played in my band.

You know, as we gather here in Music City, I am reminded of the sound advice that every stage mother gives their child. Never follow a dog act, never follow a kid act, and never follow Governor Brian Schweitzer. It is good to be with all of you, it really is. Governor Sebelius, Governor Bredesen, it's great to return to the DLC's National Conversation. I took a brief hiatus given the pressures and the time constraints of the campaign, but thank you, Al From, for your vision. Thank you for your untiring leadership and persistence and commitment to Democratic values. And thank you, Harold Ford, for stepping up and being our chairman and leading this important organization at an important time.

You know, I was reflecting a little bit about why I enjoy these things so much, and I think it's the same reason that you do as well. It's an opportunity to come together with people who actually believe we can make our government work. And the essence of what we derive from one another in coming together here...I think was summed up beautifully and eloquently, like so many things, by Bobby Kennedy when he captured this synergy between core values and effective programs when he said:

"Idealism, high aspirations and deep convictions are not incompatible with the most practical and efficient of programs. There is no basic inconsistency between ideals and realistic possibilities, no separation between the deepest desires of the heart and of the mind, and the rational application of human effort to human problem."

That's what we're doing here. It is a timeless and important mission, and we're also reminded as we come together here, of the things that unite us, not only as members of the DLC...not only as Democrats...but we're reminded of the things that unite us as Americans:

## Releases

A belief in the dignity of every individual, a belief in our responsibility to advance the common good, and an understanding that at the beginning and the end of our days, there is a unity to spirit and to matter, and that what we do in our own lifetimes does matter.

And because we're united in those beliefs, we're also united in the goals that we pursue as a nation, aren't we? To strengthen and grow our middle class and our family owned businesses, to improve public safety and public education, and to expand opportunity to more people rather than fewer.

I've been asked to focus my remarks today on one of three overarching strategies that we're following in Maryland, in post-9/11 Maryland. One of those strategies is workforce creation, another is sustainability, but the third one is security integration, specifically security integration – how we're advancing that strategy in the post 9/11 Maryland.

What does it mean? It means protecting our people and our communities through ever-better coordination of effort, ever-more timely sharing of information and intelligence among multiple agencies and offices of government at all levels from local to state to federal and back. It means making that oxymoron known as the criminal justice system actually operate like a system instead of a collection of parallel data sets, intelligence and effort that rarely ever meet and even more rarely ever coordinate.

The integration has to be horizontal as well as vertical. It has to be intra-agency as well as interagency, intra-departmental as well as interdepartmental, intra-state as well as interstate. It means that task forces cross borders and become regional, become the norm of public safety rather than the rare exception.

You get the point, and the question is: Do our police chiefs? Do our fire chiefs? Do they get it? And what does this mean for homeland security? You know the sad thing about speeches about homeland security is that there's been so little progress over the last six years that the speeches have changed very little. Maybe that's also a reflection of how much work we need to do and how much more urgently we need to dedicate ourselves to it.

Six years after the attacks of September 11th, the people that all of us have the privilege to serve and to protect still want some basic answers to questions before they can intelligently rise to meet this new challenge of asymmetrical warfare that will be with us for the foreseeable future. And those basic questions are:

What are we trying to accomplish?

Who is responsible for accomplishing it?

And what opportunities might there be – beyond security, what opportunities might we create for our nation, our neighborhoods and our world if we were actually to get this job done? For without a doubt, this is going to call upon us as a nation to change world history by accomplishing great things.

In Washington, New York, Madrid and London, the ability to take human lives is part of the terrorist equation, but with 80 percent of our Gross National Product emanating from our metropolitan economies, disruption and economic costs are also

what make our cities prime targets. So how do we make our metropolitan areas safer and thereby make our country safer? What are the security capabilities? What are the security deliverables, if you will, that we're actually trying to create? In other words, if we actually improve security and preparedness, what would it look like?

First, every major metropolitan area would actually have complete vulnerability assessments.

Second, every major metropolitan area would have adequate personal protective equipment for their first responders, including HAZMAT teams and also the ability to diffuse bombs.

Third, every major metropolitan area would have interoperable communications – something we've all been saying for six years, and something very few of us have done.

Fourth, every metropolitan area would have real-time biosurveillance systems that monitor the various symptoms being displayed or presented to your emergency rooms, your paramedics, so that we can get that 48-hour jump if, God forbid, there's a biological attack.

Fifth, every major metropolitan area should have a much more highly developed intelligence sharing capacity that allows data to go from the central office to the field instantaneously. If you can't do that with your own Departments of Parole and Probation to your own county police department, then you're not ready to do it with the federal government to prevent a strike by al Qaeda.

Six – every metropolitan area should conduct training and preparedness exercises, and you should plan for them and you should fund them, and you shouldn't wait for manna to fall out of Washington in order to do it.

Seven – every major metropolitan area should be investing in closed circuit television camera systems, as we've seen London use to great effect. That is much more cost effective to protect infrastructure and can also be used to combat narcotics.

Eighth, transportation security – we need to make progress in securing our vulnerabilities in a very open transportation system. Not every state or even every city has a port, but you know what, cargo from those ports go through every city on rail or on trucks. And the fact that we can't inspect each and every one should not be license and excuse not to try to inspect more than we're currently inspecting.

And ninth, we need to invest in hospital surge capacity, something that I think none of us have done.

So there it is. Something you will never, ever hear from George Bush: clearly articulated national security goals. So where's the responsibility for getting these things done?

You know, mayors point to the president, the president points to governors, governors point to Congress, the senior statesmen declare solemnly you can't possibly protect every square inch of this vast continent, someone calls a break for lunch and we all go home, right? Why is that? I think it's because what should be a

flexible federal system that should allow us to adapt and to rise to this challenge has been tangled and jumbled up. It's also been undermined by something which I believe, and I think you believe as well, is a belief not in keeping with the great traditions of our country.

Cities are central to improving homeland security. Command and control in the event of an emergency is a local function. You've heard it said time and again when people call 911, the phone does not ring at the White House and it does not ring at the State House. Command, control, maintenance, recruitment, training and coordination – these deliverables, deliverables like interoperable communications, biosurveillance, intelligence sharing, even vaccine distributions in the event of an emergency – they're all local functions and we need to support them and not cut funding to them.

What is not paid for – what is not paid for even while local governments pay for the vast majority of those things – is the additional investment required for local governments to rise to the homeland security threat. States have an important role to play – important but different, but an important role to play in prioritizing, in regionalizing and actualizing: conducting after-action evaluations, evaluating levels of preparedness, setting standards and forcing timely updates of vulnerability assessments assuring that available dollars are actually used effectively instead of reverting to what I have called the Sharper Image catalogue-style of purchasing homeland security equipment, right?

You've all seen this happen in your own areas. Instead of investing in one of those nine core capacities, we all get together in a room and try to figure out what is it that we're sure nobody has, and let's buy one of those for everybody. That's not how we meet those core capacities, and our states need to do a better job of reminding us of that.

But what of our federal government – you know, I want to share with you a wonderful article. Of course it was on page A2, as all good news is reported about working government, but you know, for the first time in five years, our federal government is actually set to invest more in those primary streams of funding for homeland security that comes to your states and your cities and your counties rather than cutting it again year after year as George Bush and the Republican Congress have done.

Get this – look at this wonderful headline fellow Democrats: "Congress approves homeland security bill in two strong votes." What a wonderful thing. Let me read it again, it felt good. Congress approves homeland security bill in two strong votes. Elections do make a difference; it's a big turnaround.

And the other thing that it gives to us is an opportunity to slip out of that false but very effective frame that's been set up in the past by people like Mr. Norquist, that governing in America today is a choice between whether we have a small government or a big government. Not that any of us can ever remember or even conceive of Andrew Jackson pulling people together in that room not far from here to found the Democratic Party and saying: By gosh guys, we need to have a big government.

The choice isn't between a big government and a small government. The choice is between a weak government and a strong government. It's between a weak



government and a strong government. And you know, were it not so tragic, it might remind us of Johnny Carson, right? How weak do you want it? You know, how weak is it?

How weak do you want your government? Do you want it so weak that our soldiers, when they're deployed to Iraq and Afghanistan, don't have bulletproof vests and body armor?

Do you want it so weak that when they go there, they drag equipment from home that doesn't have proper armor to defend them against the landmines?

How weak do you want it? Do you want it so weak that women, children, the elderly and babies die of dehydration in the heart of a great American city while they wait one, two, three, four, five days for their federal government to drop a pallet of bottled water on them? How weak do you want it?

It is not between small and big government. To govern is to choose, and our choice is between whether we want a strong government or whether we want a weak government.

And why shouldn't the constitutional mandate of providing for the common defense extend to the currently uncovered margin that exists between what local governments can spend on public safety and what these new war exigencies demand?

Yes, to govern is to choose, my friends, and a free and informed people can make changes, and a happy optimistic point of history: they usually do make the right choices. Changes that can turn our challenges into opportunities, opportunities beyond terror or defense. Stated more boldly, we can create opportunities if we dare to accomplish great things in the face of this unprecedented threat.

Imagine if each of our metropolitan areas actually had watch centers to monitor hundreds of cameras protecting our critical infrastructure, and imagine what they might also be able to do to be a force multiplier for understaffed police departments. With the backbone of CCTV systems in place, cities could branch their networks out to free poor neighborhoods from the 24/7 occupation of drug dealers and the death grip that comes from the foreign chemical attacks of cocaine and heroine.

Imagine if every metropolitan area actually did share intelligence in a timely fashion – the lives that we could actually save. Imagine if we actually improved port and border security and were able to cut in half the supplies of illegal drugs that are coming into our country. Imagine the economic possibilities if our nation were actually to significantly invest in bio-defensive research and the development of vaccines, inoculations and cures.

Imagine the economic opportunities that would roll from that, and imagine something else as well, and that is to be able to unleash, in the words of Jeffrey Sachs, "the weapons of mass salvation" – to be able to prevent tuberculosis and malaria, dysentery, the things that are killing thousands of people around this planet, not to mention HIV/AIDS which is threatening to wipe out an entire continent.

We are a great country. We are still a great country. And while it is true that most of these things will not happen overnight, it's also true that none of them will ever

happen until we make a conscious decision to invest in our security.

As Americans, we have the opportunity to correct our course. The United States is capable of accomplishing great things, but fear alone has never been a sufficient fuel for our most noble ambitions as a people. When facing enormous challenges, when facing war and grave threats to our country's survival, Americans find their motivation for greatness and their cause for sacrifice in higher things. Freedom, justice, the rights of man, liberation from the many faces of slavery and oppression – these are the values of our republic, what former Senator Gary Hart called the fourth power, that moral exponent of our military, economic and diplomatic powers. They are the ideas that appeal to a universal concept of a humanity loved by God and made in his image.

The struggle to secure our homeland security will be determined at the end of our days by whether the United States chooses not just to be a military or economic, but rather a moral leader among nations. And that leadership in this troubled and rapidly changing world will depend very much not on how many smart bombs we're able to rain down on our enemies, but on how many strong, compassionate, educated, trained American hands we can extend to the most fragile of our neighbors around this globe. I dream not of utopia but of continuing the American Revolution. This is America's challenge...this is America's choice...and this is America's opportunity. Thank you all.



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[Maryland Association of Counties Keynote](#) »

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# Maryland Association of Counties Keynote

August 18th, 2007

Thank you so very much.

I really want to thank all the staff here at MACo, led by David Bliden for pulling off another successful conference. Becky Black became very sick recently but I'm told Becky is recovering and looking forward to returning to work soon.

It's true, Jan Gardner, that MACo is something of a landmark in the Martin O'Malley-Katie Curran courtship. The only detail I'll divulge is that I considered it more of a date than she did. I'm looking forward to reaching that milestone – it should come in a few years – where we will have been together for as long a period of time as I pursued her.

But thank you for that trip down memory lane, Jan.

I want to talk with you today about shared future, our shared challenges, and most importantly, I'd like to talk with you about the strongest and most important civic and patriotic value we share as Marylanders, and that is future preference: that spiritual force that all of us inherited as Americans. That powerful yearning that we feel in our hearts to make this world a better place for children.

For all our diversity as a people, we are united by our belief in the dignity of every individual. We are united in our belief in our own personal responsibility to advance the common good. And we are united in our understanding that there is a unity to spirit and to matter and that what we do in our own lifetimes does matter.

And whether we are working in county or state government, we also share the same understanding of the big things we need to do as a people to make progress, don't we? To strengthen and grow our middle class and our family owned businesses and farms, to improve public safety and public education in every part of our state, and to expand opportunity to more people rather than fewer.

As a state, together, we have tremendous opportunities in the challenging times ahead of us. And we can make those opportunities ours by advancing simultaneously along three fronts – workforce creation, sustainability and security integration. Greatness lies in our ability to advance along these fronts as One Maryland.

## Releases

### Workforce Creation

How do we protect the most valuable asset of our State – the talent, ingenuity and innovation of people and their children? How do we make our workforce the most competitive in the world? Our economic future in very large part will be determined by our ability to answer those questions with action.

We should be rightly proud of our achievements to date.

Maryland is first among the fifty states in advance degree attainment, first in per capita federal research, and first in per capita university research and development. We have the third highest number of Ph.D's and engineers of any state in the country.

We are home to some of the greatest public and private research universities in the world.

But the world does not stand still, and, as Maryland's Thomas Friedman reminds us, that world is indeed flat. Our kids are competing not just with kids from New Jersey and New York, but also from New Zealand and New Delhi.

Our ability to compete in this global economy is challenged by a troubling dichotomy. Although Maryland leads in the nation in advance degrees, 20 percent of our adult workers are not functionally literate. And although Maryland is first in the nation with the number of persons over 25 with a bachelor's degree, 613,000 Maryland adults do not possess a high school diploma.

Our employers report chronic worker shortages in skilled trades, technology and health care fields, but we also have a large portion of the workforce that lacks basic life skills necessary to compete. Our workers need skills and our employers need a skilled workforce.

As we realign our education system to meet this demand, we will create a stronger workforce.

By investing an additional \$580 million this year in public education, we create a stronger workforce.

By investing \$400 million in school construction and renovation, we create a stronger workforce.

By increasing funding for our Community colleges by 16% this year, together we create a stronger workforce.

By increasingly providing career technical training in all of our high schools, together we can create a stronger workforce.

By investing in the development of jobs skills in our prisons and re-entry programs that work, together, we can create a stronger workforce.

When we start to reinvest the savings of welfare reform into the development of the skills of our people, together, we will create a stronger workforce.

Our higher education system is the foundation of our ability to compete in the

knowledge-based economy. One hundred fifty one years ago, the leading farmers of our state chartered the University of Maryland as a land grant college, which helped revolutionize both the science of agriculture and the agrarian economy, not just in Maryland but around the world. Today, our higher education institutions continue to make revolutionary developments in biotechnology, computer science and engineering.

Like our foresighted neighbors in 1866, we must make sure that the missions of our postsecondary institutions are aligned to the realities of the new economy. Maryland stands at the center of a new biotechnology belt and at the heart of the security diamond, stretching from Ft. Belvoir to Ft. Detrick, from Aberdeen to Pax River. We will be internationally pre-eminent in biotechnology and security, but only if our postsecondary institutions are aligned with the demands of a new economy.

We will soon be proposing a new covenant with higher education that targets state investment to help our colleges and universities meet specific demands of the new economy, to ensure that we have world class research and world class graduates.

## **Security Integration**

So what is “security integration?” It means protecting our people and communities through seamless coordination and consistent information-sharing. It means that the criminal justice system must work as a system, not a collection of parallel lines – and parallel cultures and parallel datasets and parallel intelligence systems — that never meet.

Security integration must be horizontal, as well as vertical.

The integration has to be intra-agency as well as interagency, intra-departmental as well as interdepartmental, intra-state as well as interstate. It means that cross-border and regional task forces become the public safety norm rather than the rare exception. For example, Maryland has begun a new and groundbreaking partnership with the District of Columbia to combat illegal gun trafficking and address our unacceptably high number of firearm deaths.

We’ve created a users group of local law enforcement information technology representatives, who advise our state agencies as to what state databases they need to access to do their jobs.

For example, we’re now pushing out motor vehicle photos to local law enforcement so they can positively identify people that they stop. Removing the anonymity under which these criminals operate is half the battle. Security integration is how we do it.

We’re sharing live arrest data with Washington, DC so that our officials receive immediate notification when a parolee or probationer is arrested there...and vice versa.

As recently as January, we had a single state trooper going by hand through the criminal records of 15,000 probationers to determine who owed DNA, a task that would’ve taken 26 years to complete. Now that we’re blending the State Police database with the Parole and Probation database, we can complete this identification in 6 days and go out to collect the sample.

Beyond those short term wins, we're also building a statewide criminal justice information system that will enable criminal justice professionals to track offenders from arrest on, without having to use 25 different passwords for 25 different state computer systems.

Interoperability is a fundamental requirement for security integration, and we will make it a reality.

## **Sustainability**

The air we breathe, the water we drink, the land we use, the energy we consume. Sustainability is the increasingly strong and growing remembrance as a people that we share a civic responsibility not only to our neighbors here and living, but to generations that have yet to be born.

The climate crisis is real and while it threatens our shorelines today, its causes and symptoms threaten life on our planet in the generations ahead unless we act.

Together we create a more sustainable future for Maryland as we reduce our per capita energy consumption by 15% by 2015.

Together we create a more sustainable future for Maryland as we diversify our energy portfolio with clean renewables like solar, wind and bio-diesel and bio-mass.

Together as we replace more and more of our fleets with hybrids, we create a more sustainable future for Maryland.

Together we create a more sustainable future for Maryland and the Bay as we help farmers implement best practices in soil conservation, cover crops, buffer zones, nutrient management and the re-use of gray water.

Get this, from 1973 to 2002, state population increased a little more than 30 percent, while developed land grew by 100 percent. Think about that for a second, since 1973, our population grew by 30 percent but our consumption of land by development grew by 100 percent.

Poorly planned or unplanned sprawl exacts costs of all kinds – higher taxes to pay for new services and infrastructure; greater use of fossil fuels, which is contributing to our status as the third most vulnerable region when it comes to rising sea levels; pathogens and storm water runoff that makes Maryland home to 2 of the nation's 6 most polluted beaches; erosion that is eating away at our coastline and costing us 580 acres a year. In our densely populated state, the inefficient use of land also diminishes our forest habitats, fragments our farms and stresses our sources of drinking water.

There are also social costs, as sprawl severs our connection to the land and one another. As Robert Kennedy warned, it leads to "the destruction of...community, of human dialogue, the thousand invisible strands of common experience and purpose, affection and respect, which tie men to their fellows."

When we figure out better ways to grow in and up instead of constantly out, we will create a more sustainable future for Maryland and maybe for our country as well.

And yes, when we begin again to fulfill the forgotten promise of smart growth –

investment in transportation infrastructure, we create a more sustainable future for Maryland.

## **Transportation**

Maryland has the 2nd worse average commute in the nation, and we've increased our miles traveled by 26 percent since 1995.

In Maryland, we inherited one of the finest transportation systems in the country. Our parents and grandparents built roads and bridges, rail lines and tunnels, subways and bus systems. They built a great port and a great airport. But they didn't just build these things—their generation paid for it.

Maryland passed four major transportation funding bills between 1980 and 1992. But in the last fifteen years, new transportation funding has been scarce. The State has been more likely to borrow from the Transportation Trust Fund than invest in it.

At the same time, the cost to build and maintain our bridges and roads has skyrocketed. The number of trips on our highways has increased to the point where Marylanders suffer the second highest congestion in the nation. Our transportation system needs billions of dollars in repairs and improvements.

We are not alone in facing these challenges. Throughout this country, our infrastructure needs have increased, but the resolve to meet those needs has declined. Just eight days after the tragic collapse of the Interstate 35 Bridge in Minnesota, the President opposed increasing the gasoline tax to pay for infrastructure repairs, but then favored cutting the corporate tax — leading us backwards, not forward.

In this state, we will not be the generation that allowed its infrastructure to become weak because our political will was not strong. Our roads and bridges will not wait until the right political timing, the ideal gas price, or the best fiscal environment. We need action, and we need it now.

We will pass a major transportation funding bill this session.

## **Structural Deficit**

The Maryland Constitution requires a balanced budget, and fiscal responsibility demands it. But for several years now, the budget has been balanced in name only. As fiscal denial grew, so did the structural deficit, which this year will reach \$1.5 billion. If left unchecked, the structural deficit will threaten our bond rating, our fiscal integrity, and most importantly our Maryland way of life. We cannot let the financial mistakes of the past define what kind of state we will be in the future.

During the last eight months, we've taken important initial steps to protect that future with greater fiscal responsibility – budget growth of 2.1% this fiscal year, compared to 12% the year before; a painful package of \$280 million in cuts and other savings approved last month by the Board of Public Works; a renewed focus on government efficiency and accountability

This upcoming year, we will submit a budget that is balanced in reality and not just on paper. The days of hidden deficit spending are over.

The hard truth is that we can only balance the budget by raising revenue and reducing our rate of spending. These are never popular choices. But our goal is not passing a popularity contest; our goal is a stronger Maryland for the working people of Maryland...a stronger, healthier, safer Maryland for the next generation of Marylanders.

The road ahead will be difficult. 80% of our State tax dollars goes to public education, public safety and public health. But fortunately we share something greater than the sum of our current challenges, and that thing is called “future preference.”

## Conclusion: Future Preference

When given a choice between decline and progress, the people of Maryland our state always choose to make progress. They have an unshakeable belief in what Carroll Quigley, a historian at Georgetown, called “future preference” – the idea that “tomorrow can be better than today and that each of us has a personal and moral responsibility to make it so.”

And future preference – that is really the common strand running through all these issues.

Why solve the structural deficit? So we don’t hand a promissory note to our children, and so we can make investments today that will produce a better Maryland tomorrow.

Why workforce creation? To ensure the next generation’s mastery of the New Economy.

Why sustainability? Because, as the old Native American proverb goes, “we do not inherit the Earth from our ancestors, we borrow it from our children.”

Why energy efficiency and an emphasis on green? Because, in the words of columnist Thomas Friedman: “the people who will be harmed the most by the climate-energy crisis haven’t been born yet.”

Public service is about making decisions many of whose consequences will be felt after we’re gone, whose benefits we may not be around to enjoy. In the short time we have in these jobs, and on this earth for that matter, let’s resolve to put aside the instant gratification impulse...embracing a compact with the grandchildren we may not even have yet.

In the finest American tradition, let’s prefer their future over our present...forsaking patchwork quick-fixes for enduring solutions. Let’s do for them what the Greatest Generation and our immigrant forefathers did unflinchingly for us – relinquish the comforts of today in the name of a better tomorrow.

Thank you very much.



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[Return to main discussion page](#)

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# Congressional Testimony on Climate Change

September 26th, 2007

## Washington, DC

Madam Chair, Senator Inhofe, and distinguished Members of the Committee, it is my distinct honor and privilege to speak with you today about a global issue with local implications for the citizens of the great State of Maryland.

One of the key areas we've identified as central to our progress is sustainability. The air we breathe, the water we drink, the land we use, the energy we consume – sustainability is our increasingly strong remembrance that we share a civic responsibility not only to our neighbors here and living, but to generations that have yet to be born.

That's the common goal underlying the choices associated with climate change – the challenges of energy efficiency, conservation, green technologies and renewables. In all of these areas, we rely on our shared belief in sustainability – an understanding that our quality life is among our greatest strengths, and that we must do everything we can to protect it for the next generation.

## The Immediate Challenge

Nowhere is that responsibility clearer than global climate change. And nowhere is that more important than Maryland, where our 4,000 miles of coastline — more than the State of California — leave us vulnerable.

We now know with certainty that human activities — including coastal development, the burning of fossil fuels and increasing greenhouse gas emissions — are contributing to both the causes and consequences of climate change. Already, they've exacted steep costs:

Over the last century, sea levels have risen one-foot — nearly double the worldwide average, making us the third most vulnerable region, behind Louisiana and South Florida. 13 charted islands and large expanses of our critical tidal wetlands have already disappeared. And each year, we lose approximately 580 acres to erosion.

However, with sea levels rising at an ever faster rate, we could see a corresponding increase in the intensity of coastal floods and shore erosion, the intrusion of

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salt-water into freshwater aquifers, and the submergence of tidal wetlands, low-lying lands and the Chesapeake's last inhabited island community, Smith Island.

But increasing temperatures could do more than erase our shorelines. Low-oxygen "dead zones" could continue to spread, squeezing out aquatic life. Bay oysters, already suffering from disease, could die off in even greater numbers. And staples of Maryland's past – from the blue crab to the oriole bird – may never be enjoyed by our grandchildren.

The climate crisis is real and while it threatens our shorelines today, its causes and symptoms threaten life on our planet in the generations ahead unless we act.

As a state and — I would submit to you — as a nation and a planet, there's no time to delay. We have to take control of our own future in the face of this threat. The decisions we make today will determine, in a very real way, the future character of our state and nation.

### **Shared Vision**

That's why, in Maryland, we are implementing an ambitious but achievable vision, that we've produced in collaboration with our neighboring states, to reduce greenhouse gas emissions.

Together, we established the Regional Greenhouse Gas Initiative – a working partnership between 11 states to reduce greenhouse gas emissions from the power plant sector.

Together, we fought for and passed the California Clean Cars standards, which will require these cleaner and more fuel efficient cars in our state by 2011.

Together, we created the Commission on Climate Change this year, charging their professional membership to prepare Maryland's Plan of Action.

Together, we set the goal of reducing our per capita electricity consumption by 15% by 2015

And together, we're diversifying our energy portfolio with clean renewables like solar, wind and bio-diesel and bio-mass. We started by adopting one of the most aggressive laws in the nation, requiring 2% of Maryland's electricity, or approximately 1,500 megawatts, to come from solar by 2022.

With the help of Senators Mikulski and Cardin, Maryland will continue to lead. With their leadership, and the leadership of our tremendous network of advocates, policymakers and experts, we intend to be the first state to develop a long range plan to address the coastal changes caused by climate change. Why? First, because we have an immediate problem. And second, Honorable Members of the Senate, because it is the right thing to do. This fight does not respect manmade borders; instead by its very nature, it calls us to come together.

Other states are also stepping up to the plate. Currently, 26 have taken concrete action on climate change, and over 20 have set substantial greenhouse gas reduction targets. Using the states' efforts as a model, there are many programs that can radically reduce greenhouse gas emissions at a reasonable cost.

## Need for Federal Policy

But, we cannot go it alone. We need our federal government.

There is a long and proud history of federal leadership on environmental issues in this country. Many environmental issues are inherently local and appropriately dealt with at the state level. But from Teddy Roosevelt and the very first national parks to President George H.W. Bush and the Clean Air Act, we have always relied on strong action from Washington to protect the water, air and land that we love. We desperately need that leadership now.

Together, we can develop national programs to tackle greenhouse gas emissions — from fossil fuel burning power plants, from cars and buildings, and from other sources. We can transform our carbon based economy into a green, sustainable economy — an economy that does not prolifically emit greenhouse gases into the atmosphere as a byproduct of progress. Economic progress at the cost of environmental sustainability is not progress at all. And we can proactively plan for the consequences of climate change in our coastal zone plans, in our flood plain programs and in our national policies.

## Conclusion

Members of the committee, in closing, I believe it's important to remember that while our problems might be man-made, so too are the solutions. For some time, commentators and officials alike have declared, "the time to act is now." But in many ways, I think that time has already passed. We have years of lost ground to reclaim, but even more to lose, if we don't bring the weight of America's full innovative strength to one of our generation's greatest moral dilemmas. Years of research, years of debate, and years of delay must give way to action.

For the most part, we agree on the challenge, and we agree on the solutions. Now, we need to find the political will. There must be a new path for our nation, which recognizes our responsibility not only as economic or military leaders, but as moral leaders. And so I'd like to thank the committee for their leadership – continuing an important conversation, and taking another step toward real progress. Thank you.



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# Maryland League of Conservation Voters

October 9th, 2007

## 7th Annual John V. Kabler Award Event

Thank you very, very much, and it is great to be with friends. Isn't this a terrific evening? I'm really proud of the people in this room and really proud of the caliber of the leaders we have in this room. And by that I mean not only those who have volunteered and been elected to serve as public servants, but also leaders that are at some of these tables — the people who have realized that they can make difference in this world and that we have made a difference.

It's great for me to be with you, saying thank you to Chuck Fox and the board of LCV and the sponsors. And thank you to the Kabler family for keeping this tradition and John's memory alive in the actions and the spirit of the people that we love and the land and the water and the air that he loved. And thank you so very much for being here.

Let me also say thank you to our two former Governors. Parris Glendening, thank you for showing our state that we could be leaders again and that we could lead on growth and development and sustainability. Parris Glendening, thank you for all you have done for our state.

And to our honoree, Harry Hughes. Governor Hughes, thank you sir for the example that you have given to us; thank you for taking political power and turning it into a moral force. And that's what you did and that's what the people you attracted to your leadership did, in proclaiming to save the Bay. What you really did as a leader — and it's a rare thing to ever see in politics — is to be able to reflect [inaudible] and crystallize the ambitions that people have for themselves...and to be able to do that with political power for something as important and lasting as the Bay. It is a tremendous, tremendous accomplishment; and I just hope that in these years ahead, gentlemen, that we can live up to the high standards that you set for all of us as Marylanders.

You know I have to confess to you: I don't feel a whole lot like speechifying right now. This is one of those weeks where you turn to the poor state trooper with you and say: "What day is this?" They say: "It's Tuesday." You say: "Are you sure it's not — it feels like Thursday." They say: "No it's Tuesday."

## Releases

Do we have any Star Trek fans in the house? Star Trek fan? Do you remember that episode with the two guys, and one of them — the right side of his face was black and the left side of his face was white, remember that one? And he was always battling and chasing through a burning planet and in the last reaches of hell, another guy who had — the opposite side of his face was black and the other side of his face was white. And to look at them, you think: *you guys have so much in common — why are you chasing each other through hell and back, when you have so much to agree on?* I felt like I was trapped in that episode.

Got to laugh right?

Elections really do make a difference, and I am trying my very best every single day to make sure that the faith that you placed in all of us — that you supported and that you voted for, and that you went out there and knocked on doors for — that we show our neighbors that elections in fact do matter. And that when we elect people that proclaim a certain belief in our ability to make this world a better place — and especially when it comes to sustaining and preserving the natural environment that human civilization depends on — that we can show tangible steps toward doing that.

That's what I think has guided Peter Franchot and Nancy Kopp and myself every single day that we're before the Board of Public Works. And let's revisit, shall we, I mean I know there's some things that we disagree on and Cindy, I acknowledge very well, I know there are people that want to lobby me on the ICC. Big round of applause from all of those who want to lobby against the ICC. Isn't it nice to have a governor who at least feels bad when you do lobby him on the ICC? Elections make a difference.

The Clean Cars Act — we accomplished that; we did it together. We did it with the members of the House of Delegates and the Senate. You know there are people that actually crossed partisan lines and we got something done. And it was important, it was good, and it was lasting.

"Reggie," the Regional Greenhouse Gas Initiative — Maggie MacIntosh, we got it done. The Climate Change Committee, Senator Frosh, we actually have appointed a Climate Change Commission. And unlike those who live in that non-reality based world, we actually acknowledge the fact that there is a climate crisis and that we have to do something about it.

The Stormwater Management Act [applause].

During the course of the campaign, you all remember our favorite line, number 7, Anthony Brown and I promised that we were only going to use open space dollars in order to purchase...open space! And we did!

Sometime you should come through — and as I look out at Shari Wilson, our great Secretary of the Environment and I know that John Griffin is here, Secretary of the Department of Natural Resources, also Margaret McHale from our Critical Areas Commission who is doing a terrific job here — I encourage you and I invite you to sometime come down and just sit and watch a BayStat meeting as it rolls out.

It's a remarkable thing — isn't it governors? — what happens when, with your executive power, you force adults to do things that are unnatural and non-consensual. Like actually coordinate and communicate with one another about

the things that they do. We're actually getting to a point where, by God, years and years after John Smith made one, we might have one map of the Bay that all of us coordinate our activities off of.

So I know it sounds like a little thing, but if you come and you watch BayStat, you'll see emerging dialogues, people from Agriculture actually speaking civilly with people from DNR and Department of the Environment...most times. And we're actually getting things done and it could well be a model, we could become that leader in the end, in measuring performance, the scientists know that it works [inaudible].

The efforts to restore the oysters, to protect the diamondback terrapin. At the Board of Public Works we rejected the Four Seasons Project and I think sent a very solid message [applause] [inaudible]. And we are trying to help Maryland take charge of her own energy future with new incentives for solar, probably some of the most aggressive incentives for solar of any state in the union, Senator Garagiola. We've set the EmPOWER Maryland goal of reducing electricity consumption by 15% by 2015. We have a new and improved Public Service Commission, where there's actually competent people that have a background in energy we're working with...[applause] [inaudible].

You know I listed all of those things — and some of them with a little bit of humor — but it's not a laughing matter. We have very, very serious challenges ahead of us. And as we talk and try to bring the various departments and agencies together, the three big challenges — as we try to pull these silos together to work better for you, because it's your government it's not mine, and I'm employed temporarily with one renewable term, but it's your government, it's your government ...the work that your government does is going to effect what sort of quality of life your kids and your grandkids have in our state.

But our three unifying strategies: one of them is Workforce Creation, creating a workforce that is ever more skilled, more healthy and more mobile.

Secondly is security integration, not only Homeland Security and traditional public safety, but also all of the countless human service agencies that should be able to help us save more lives in our state. We're the wealthiest state in the union, and we're the 4th most violent — that's appalling, it's unacceptable and we're going to change it.

The third, which I want to [inaudible] a specialty of mine, is Sustainability. And I want to talk about it in two terms. I want to talk about sustainability in the sense that all of you understand it, and I also want to talk about it in the political sense.

You know we have seen our population increase since the 1970's by 30%, and we've seen the consumption of our land increase by 100%. The other day, I had occasion to fly across our tiny little state, in a Blackhawk helicopter of the Maryland National Guard. And we left from Annapolis, we went out towards Gaithersburg, up through Frederick, then across over to Garrett County to look at the Gypsy Moth and also the wind turbines that are up in the Pennsylvania, and other sites proposed and the like.

But you know, I wish I could get all of my fellow citizens to ride in the Blackhawk with me. I almost became ill by the end of that trip and it wasn't because of the air

turbulence; it was because I looked down at this precious ground, and I saw mile after mile after mile after mile of development and consumption of the land happening at a pace that is appalling, that is shocking, that is unnerving, and that really makes you almost want to cry for your kids. And it's a wonder that farms and God's natural beauty can even continue to exist in our state when you look at the ground from 500 feet...mile after mile after mile.

What a sad irony that because of growth, we're destroying the very things that are attracting growth — the natural beauty of our state. We have a lot of solutions, and you know what, we're working on all of them. And we have the science, and we have the know-how, and what we have that need of is the courage and the political will to put it all together. We are bringing back our Office of Smart Growth. We have the Smart Growth subcabinet. And despite things you've read in the newspaper, while it's true we have not rolled out that aggressive sustainability agenda...don't think for a second that we're not working on it every single day, and don't think that we don't understand the perils at hand.

We are updating our Critical Areas Act. I'll tell you a true story. After we rejected the Four Seasons development, I called Governor Hughes. I said: "Governor, we rejected the Four Seasons today." And he said: "Well that's good, you should have done that." And I said: "Well sir there's like 152 other ones waiting in line, what do we do now?" He said: "Well I guess you need to go back and look at the law."

So we're going back and we're looking at the law. And we're going to look at the Critical Areas Act where we had a tremendous amount of consensus thanks to Governor Hughes. We are crafting and advancing a sustainable forestry initiative — going over to Garrett County the other day in the helicopter also the amount of damage the Gypsy Moth has done, and the defoliation that's happened there and what that does to the streams, not to mention the carbon footprint and everything else. We will have legislative recommendations coming from the Climate Change Commission. I compliment you, I applaud you, I urge you to continue to advance the cause of the Green Fund and [applause] [inaudible].

And I also encourage you to stay engaged in every way, shape and form to what we're doing in terms of our Transportation Trust Fund. I know that the decisions that have been made in the past about things like the ICC and other road expansions are not what you see for the future. What you see for the future is more mass transit, right? You see more development in our established areas where there's already the infrastructure of sewage and roads and mass transit. You see better MARC rail that's connecting all of this.

You know what? None of that stuff happens for free. It didn't happen for free for any of our parents or our grandparents; it's not going to happen for free. We have to invest in it if we want to preserve what's precious about our state, so stay involved in these transportation discussions as well.

And that brings me to kind of a final wrap-up point and I know, Cindy, I've probably talked too long here. I need your help to remove the obstacle that's in front of us, of this \$1.7 billion structural deficit in a \$15 billion budget. And the sad thing about our state — because of our strength and because of our resilience I guess, and maybe also because of our wealth — so many of us believe that the things we care the most about are never at risk in these discussions. I've seen it time and time again.



I'm sure that most of you as you look at these dire predictions, you see polar bears hanging onto little pieces of ice and you hear some of the crazy people at Fox — I shouldn't mention their name, Fox and the other networks — and they're just saying things that are absolutely contradictory to the reality. You ask yourself: my goodness, do they know what's at stake? Do they know what's at stake? These folks who think that human civilization can't consume itself into extinction are ignorant of history. Human civilizations, very often in our past, have in fact consumed themselves into extinction.

And I, in a smaller and more transient and temporary way, almost think the same thing about us as a political people in Maryland. You know political sustainability is really, really important. It's important that we are able to continue to make more progress than the last administration made...which, I'm sure was motivated by trying to make more progress than the former administration made. But as we talk about these issues in front of us...you know I was the former Mayor of Baltimore, and what I found there was that we had no problem reaching consensus but very often lacked capacity. As governor, I find that we have a tremendous amount of capacity, but by God consensus sure is elusive.

And I think they're both connected in a way. You know we talk about sustainability and the sustainability agenda, there was a lot of damage done in the past four years to that sustainability agenda. There was damage done when we diverted open space dollars away from open space. There was damage done when we diverted dollars away from the Transportation Trust Fund. There was damage done when we raised taxes, fees and tolls and everything else, in disproportionate ways on the backs of working people and then delivered to them a government that worked *less effectively* than it did before they were asked to pay.

There was a tremendous amount of damage done. But you know what? We also continue to do damage to ourselves, and this too is a sustainability challenge.

When, despite our political differences, we continue to consume in a ravenous way the land of a common ground that exists between us despite our differences of opinion....

When we continue to waste and fritter away the waters of similar discourse that should be able to bring us together...

When because of vitriol and personal attack and hyperbole we pollute the air of compromise and consensus...

We do damage to a very important thing that sustains us as Marylanders. I had a responsibility to run — to get us back on track to being that Maryland we carry in our heart. I had a responsibility and still have a responsibility to advance the tangible budget plans that allow us to move forward. But we all have a responsibility to find consensus and I really, really need your help.



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« [Congressional Testimony on Climate Change](#)  
[Opening Remarks for Special Session](#) »

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# Opening Remarks for Special Session

October 29th, 2007

Mr. Speaker, Mr. President, thank you for inviting me to join you here tonight. And thank you also for the extraordinary amount of work, dialogue, and collaboration of these last several months. This joint session and the joint hearings that will follow are further evidence of the goodwill and statesmanship that you have both shown in meeting this challenge. Thank you for your counsel and for your trust.

The leadership of your respective bodies – Senator Currie along with Delegate Conway and Delegate Hixson; Senator Middleton along with Delegate Hammen; Senator DeGrange along with Delegate Branch; Senator Kasemeyer along with Delegate Barve and President Pro Tem Nathaniel McFadden, Speaker Pro Tem Jones and others – have contributed greatly to the creation of a consensus plan for Maryland's future. And I thank you both for surrounding yourselves with such able and principled leaders.

To the members of the Maryland General Assembly, of both parties, you have my sincere thanks – and more importantly that of your neighbors – for setting aside the many responsibilities of your family and business lives to return here for the urgent work of this special session.

My fellow Marylanders, as you are no doubt aware, 5 years ago – and in bipartisan fashion – we made a historic and necessary investment in improving public education. Sadly, at the same time we voted in similar bi-partisan fashion to reduce the very revenues needed to sustain such an important investment and to defend our quality of life. We now face one of the toughest fiscal challenges in our State's 373 year history.

As prior generations might have warned us – there is no progress without sacrifice, no shared return without shared investment, and no future better than this present, unless we are willing to work for it.

This inherited structural deficit – a deficit which has now cast its shadow over the progress of our people for the last five years – can no longer be deferred. The storm is upon us; and this looming shortfall threatens to do grave damage to the very quality of life that our neighbors have elected us to defend...

The stakes are high; the potential damage too harmful to accept. Further delay will only compound the difficulty of correcting the half-actions and inactions of our recent

## Releases

past.

Yes, “The occasion is piled high with difficulty,” but the goals of this special session are straightforward:

1. To restore fiscal responsibility to the government of our people.
2. To protect our investments in education, health and public safety so very critical to future of the state we leave our children.
3. And to do so in a way that not only protects our competitive advantage with surrounding states, but is also fairer to the working people of Maryland.

In one sense, our challenge is as timeless as the human condition itself: will the circumstances we’ve inherited change us, or will we change our circumstances? It’s time for us to correct our course. It is time for us to pass a long-term budget solution that’s fairer to middle class families – and ensures Maryland’s progress for the future.

By now you have had the opportunity to receive our proposals for restoring fiscal responsibility and returning to the path of progress. Many of the components of this plan have been considered by members of this Assembly many times before. Many have been proposed and passed before by one house or the other. And in the important days ahead, you will, no doubt, have the opportunity to study, debate and improve upon the fairness of the framework proposed.

As you deliberate, consider these facts – Although we are blessed with the distinction of being the wealthiest State in the nation according to the US Census, our tax burden is below average. We rank 31st among the 50 states in spending on a per capita basis; and 50th out of 50 states in terms of what we spend through our local and state governments to defend our quality of life, as a percentage of our wealth.

Our challenge is not capacity; our challenge is consensus.

And I have faith in the abilities of the men and women of this Assembly to forge that consensus. In your hearts and regardless of party, each of you knows there is more that unites us than divides us...

We, here, are united in our belief in the dignity of every individual. We, here, are united in our belief in our own responsibility to advance the common good.

For this is not merely about correcting the flawed math of the past. Everything we do to restore fiscal responsibility to our State is really about making progress for the future... progress for the education of our children... progress for affordable college... progress for the healthcare of our workforce... progress on transportation... progress for the health and sustainability of the Chesapeake Bay.

Yes, everything we do to restore fiscal responsibility to our State is really about making progress for the future. Perhaps that is why Maryland’s teachers have declared: “A vote for the plan is a vote for public schools...”

And so, men and women of Maryland, let us fulfill this responsibility together. On the common ground that exists between us, cooled by the clear waters of civil discourse, and breathing the honest air of mutual understanding, let us forge a

consensus for the One Maryland we carry in our hearts and that all of our children deserve.

As we begin our work, remember, if you will, the words of a great American uttered to another representative assembly of his own time:

“... Fellow citizens,” he said, “We cannot escape history. We... will be remembered in spite of ourselves. No personal significance, or insignificance, can spare one or another of us,... We – even we here – hold the power and bear the responsibility...”

May God lead the deliberations of this important session.

For your service, for your resolve, and for your dedication to the best interests of our people in the face of this challenge, I thank you.

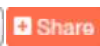
Let’s get to work.



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[Return to main discussion page](#)

« [Maryland League of Conservation Voters](#)  
[Chesapeake Bay Executive Council Meeting](#) »

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# Chesapeake Bay Executive Council Meeting

December 5th, 2007

## Government House

I want to thank all of you for coming today and for supporting this partnership of our collective and our individual efforts. Next year marks the 25th anniversary of this partnership to restore the natural treasure that is the Chesapeake Bay through a program that's become an international model.

I want to introduce our partners in this critical effort who are here today and have been here all day. The Governors and the Mayor and I were saying, what a wonderful thing it is to be able to focus on something for more than 15 minutes. It's really been an enjoyable time that we've spent talking about and addressing a very critical issue.

To my left is Virginia's Governor, Tim Kaine. To my right is Pennsylvania Governor Ed Rendell. To Governor Kaine's left is the Mayor of the District of Columbia, Washington, DC, Mayor Adrian Fenty. Representing EPA, Administrator Steve Johnson, who was here earlier today and with us through the morning sessions but had to leave for another commitment, is Assistant Administrator Ben Grumbles.

Also, we have Maryland's own Delegate, Jim Hubbard, who is the Chesapeake Bay Commission Chair, to Governor Rendell's right. And representing Governor Ruth Ann Minner is Delaware's Secretary of Agriculture Michael Scuse. And representing Governor Joe Manchin, who is the Deputy Director of West Virginia's Department of Environmental Protection, is William Brennan. And the USDA Undersecretary for Natural Resources and the Environment is Mark Rey, who is with us. Mark, thank you.

We are at a very important crossroads in the history of the Bay, and as we acknowledge the challenges that are still ahead of us, it's also an important time to declare this, 2008, a year of revival and a year of recommitment, because there are many goals that have yet to be realized, and they will only be realized if we continue to apply ourselves, to recommit ourselves and to revive this Chesapeake Bay Program and move forward towards the goals that we know we must achieve.

Failure is not an option. We have to move forward. This morning, we received reports from the Environmental Protection Agency, the Chesapeake Bay Foundation,

## Releases

and the Chesapeake Bay Commission. These reports addressed current and future estimates as to the overall health of the Bay and the key challenges before us and recommended actions to accelerate meeting our 2010 nutrient reduction goals. And we want to thank all of the presenters for framing many of these issues, and some of the announcements we'll be making shortly are in response to those reports and the good work of so many.

As a result of our just concluded meeting across the street, we have agreed to collectively and individually undertake certain actions, and each of us will address those. But speaking for the council as a whole, we wanted to — I want to read a statement that we've kind of hashed out in anticipation of this meeting and refined across the street. And it is this.

"We are at a key crossroads in our Bay restoration efforts. With the alignment of political leadership, public will, and good science, we have the moral imperative to turn back the decline in the Bay's health that has been decades in the making. We have made significant progress in many areas over the last 25 years; however, we must also acknowledge that based on the current pace we will not meet our 2010 nutrient and sediment reduction goals. But today we have pledged to accelerate our efforts and to have any and all programs and policies in place by the end of calendar year 2010 to meet our nutrient and sediment reduction goals. We also pledge our best efforts to continue to seek any necessary additional funding consistent with overall fiscal and economic conditions."

While there are many who look at the trends and see reason for pessimism, we see a lot of things that have been done that actually work that just need to be done at a larger scale and at a more accelerated pace. So, we did a couple of things across the street as well that I mentioned before I throw to other speakers. One of them was that we signed the Forest Conservation Implementation Plan. Forests are the least polluting major land use, making conservation a central strategy for meeting our water quality goals. And the Bay Watershed is losing as much as a hundred acres of forest cover per day, and the plan establishes state-specific forest conservation goals and strategies.

We also each agreed to sort of champion sort of major issues, major issue areas. And on behalf of Maryland, we have agreed to champion the notion of greater accountability, an issue we heard all morning. Greater accountability, greater transparency, and greater local engagement. If we are actually going to clean up the Bay, we have to clean up all of the various tributaries, rivers, streams, and creeks that are part of this — of this watershed. And that can't be done unless we engage mayors, unless we engage town councils, unless we engage local government and do it in a way that's open and honest and where we're all referencing the same map.

That's what we have been endeavoring to do here in Maryland with our program of BayStat, and so we will be championing that tool and also taking advantage as part of that, taking advantage of GIS technology so that as John Smith realized how important having one map was, we also realize that for our efforts to have synergy and to be targeted and to be orchestrated and coordinated, we need to be working off of the same map with our local partners.

Another issue that we hope to champion with our partners is accelerating the development of technology, technology that will help us close the gap and accelerate

our progress. And we have talked just preliminarily here today about creating an incentive fund, not necessarily a venture capital fund, but a sort of reward fund so that people that are out there developing clean environment technologies that can be directly applied to the Bay will have an incentive to do so and to chase.



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[Return to main discussion page](#)

« [Opening Remarks for Special Session  
Commencement Address, Bowie State University](#) »

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# Commencement Address, Bowie State University

December 22nd, 2007

President Burnim, thank you very, very much. To the Class of 2007, congratulations, you did it! (Applause.)

Now, I'd like you to help me set the proper tone. The President talked about the proper tone for this ceremony, and so I'd like to set the proper tone here before the mighty Bowie State University. I think we both know that there's only one way to do that, as you may have heard these three words composing almost one syllable in the past. Here it goes:

O'Malley: BSU!

Audience: BSU!

O'Malley: BSU!

Audience: BSU!

Now having set the proper formal tone — (Applause) — I wish that worked everywhere I went — (Laughter).

President Burnim, distinguished faculty and friends and alumni and of course the graduates of Bowie State University, thank you for this honor. It's a privilege to share in this celebration with you. This is one of the happy, happy days of life, and I especially want to say a word to the parents, loved ones, and spouses who are here. We would not be here today full of excitement about the things that are to come were it not for all of your love and your support. So on behalf of the graduates and behalf of the people of their State, I say thank you to all of you for everything that you've done to make this day possible. (Applause.)

This is a special day. This is the very first time that I have been able to do commencement as Governor at a four-year college. I was just waiting for the right invitation from the right university. (Applause.)

So, here we go. Today we celebrate success and we celebrate excellence. And today we also celebrate friendships that I'm sure that many of you have made here that will last a lifetime. We pray in thanksgiving for the past. We pray in anticipation of the future, and we pray that our Governor's remarks will be brief so we can go to the after-parties. (Laughter.)

## Releases

But this truly is a special day. It is not only your last mandatory lecture, it is also the moment of your achievement and, more importantly, the moment of your strongest promise. Not the end, but the beginning — the beginning of the pursuit of things eternal, a day when we proclaim our belief in the dignity of every individual, a day when we affirm our own responsibility to advance the common good, and a day when we appreciate in our core the joy that comes from understanding that there is a unity to spirit and to matter, and that what we do in our own lifetimes does matter.

At the start of a new semester at Georgetown University, the renowned historian Carroll Quigley used to share this wisdom with his new class, and I wanted to pass it on to you. He would say the thing that got you here today is belief in the future — belief that the future can be better than the present and that people will and should sacrifice in the present to get to that better future.

What you accomplish here, my friends, is a ripple from the past, as all those old barriers come crumbling down once again, and it will become a wave to all that you will achieve elsewhere. Today you're looking backwards, and you're looking forwards, and you're doing it at the same time — the very essence, I think, of that unshakable belief that Professor Quigley spoke about — future preference, the idea that, in fact, tomorrow can be better than today and that each of us has a responsibility, personally, to make it so.

As you could imagine from President Burnim's introduction, I was asked to be here probably not because of my musical achievement but because I am the Governor of your State. As I said, this is my first commencement at a four-year university. And the fact is that higher education and our support, our support as a State, our support as a community, our support as citizens for affordable and excellent higher education is probably one of the clearest and best examples of that notion of future preference. And nowhere is that clearer than here at Bowie State, where the strong and patriotic value we share comes to life, where we feel that powerful yearning to make our world a better place. What began as a small school in the rough waters of the civil war has become a center of energy, of daring, a strong force for change in a state known for leading the way.

But the story of this university, that story that you continue to write with your own lives, the very one you carry into this world, stands not so much for quiet defiance, but for those who are willing to change what is wrong about this world, not for the shorter aims of others, but for the bigger and the more noble ideas of self and community; not for what's safe but for tough moral choices; not for comforts of today, but for our better tomorrow, a tomorrow that all of our children will share.

And, so, the future we prefer is accelerated, propelled, in a sense begins in our places of higher learning, of discovery. That is where the hope of Maryland and the work of Bowie State have always come together. And I cannot thank you enough for everything you did to continue that story with your hard work over these last years, taking the strength of this place also to the Statehouse last month. President Burnim, I want to thank you for your advocacy, for your voice and for the presence of Bowie. Without your help, I'm not sure that special session would have been very special at all.

At the time, many were calling it risky, many said that we had lost our capacity as a people to prefer that better future. But, we continued to work together. We

continued to hammer home about the things that unite us. And we found consensus. Together we chose to make college education more affordable for working families by creating the first dedicated stream of funding for higher education in the long history of the State of Maryland. (Applause.)

And we're not done. But together, we restored fiscal responsibility, and we made our income tax fairer and more progressive. We created a green fund for the cleanup of the Chesapeake Bay. We extended healthcare to 100,000 more Marylanders. And why did we do these things? We did these things — and we did them together — because we still prefer a better future to what most people would say, by any measure in our State, is actually a pretty good present. But as Marylanders, we prefer a better future.

So, my fellow citizens, as I close, I want to underscore to you and say as plainly as I possibly can, that this world really needs you. This world needs each of you, probably more than many of you fully understand. In a real sense, all of us have been waiting for you. Your mothers and fathers have been waiting for you. Our business managers, our economists, our poets have all been waiting for you. Our computer scientists, our visionaries have been waiting for you. Your grandmothers and grandfathers have been waiting for you. Your children and grandchildren as yet unborn have been waiting for you.

In our State, where there is no such thing as a spare American, we need each and every one of you. Every single person and every single step is important, and God wants every partial victory. So, whatever path you choose, put the important lessons of this place into action and remember that:

“No great cause is ever truly won or lost. The creed must constantly be restated and the battle renewed, for some ideas are universal, catholic and undying. They do not pass out of fashion or age with time, for they represent eternal things. They are the guardians of the freedom of the human spirit and the proof of what our mortal frailty can achieve.”

God bless you all. The struggle continues for the better future we would all prefer. Congratulations. (Applause.)



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